INTEGRATING EQUITY, DIVERSITY AND INCLUSION
into municipal climate action

ICLEI
Local Governments
for Sustainability
CANADA

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FEDERATION
OF CANADIAN
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CANADIENNE DES
MUNICIPALITÉS

PARTNERS FOR **CLIMATE** PROTECTION

The Partners for Climate Protection program

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The PCP program is a network of over 500 Canadian municipalities committed to taking action on climate change. The program helps local governments reduce greenhouse gas emissions and make a difference in protecting our climate.

Written by: Nikasha Tangirala

Researched by: Nikasha Tangirala, Pacifique Birgirimana, Adlar Gross and Caitlin Rodger

Municipal climate action context contributed by: Megan Meaney

With input from: Julie Savaria, Ty Smith, Anahi Reyes-Gomez, Angelina Giordano and Oscar Espinoza

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Who we are

The PCP program, from ICLEI—Local Governments for Sustainability (ICLEI Canada) and the Federation of Canadian Municipalities (FCM), helps your municipality do its part. It consists of a five-step Milestone Framework that guides you as you take action against climate change by reducing emissions in your municipality. PCP receives funding from FCM's Green Municipal Fund and ICLEI Canada.

How we help municipalities

PCP membership is free and gives you access to tools, networking venues, events, case studies and other informational resources. Members also have access to a PCP Secretariat that offers coaching and technical assistance support.

Quick facts about us

500+ municipalities participating

460+ community and corporate reduction targets set

160+ local climate change action plans implemented

What inspired this resource

The PCP program recognizes the deep inequities that exist in climate action spaces and environmental protection efforts. We have witnessed how climate action impacts diverse communities in inequitable ways. We are deeply committed to best serving municipal governments and their communities. In order to meet the needs of diverse local governments and community partners, we recognize that equity, diversity and inclusion (EDI) practices come as a part of an ongoing learning process. We understand that EDI requires reflexivity, collaboration and relationship building with genuine regard for humanity and social justice. This EDI resource includes reflections on what we have learned so far but is by no means the end of our learning journey. We hope this resource proves helpful and that it acts as a window for collaboration and as a steppingstone in our larger learning process.

How to read this resource

This resource includes an overview of crucial information about EDI in climate action, reviews important terminology and offers a number of examples of climate action and EDI practices. In this resource we will explore three lessons: *laying the groundwork and understanding context, relationship building and collaboration,* and *the feedback loop, open communication and evolution*, to introduce how EDI principles can be incorporated into climate action planning. Every organization, region and municipality is unique and will require bespoke EDI planning and implementation, but the lessons we have learned and explore here will support anyone looking to improve their understanding of EDI.

Get started by using this resource in order to further your own reflections and EDI processes and/or to reflect on ways to improve your EDI practices.

Legend

Important idea:

This icon indicates an important theme, concept or related term that will be helpful to keep in mind.

Example:

This icon indicates an example of an idea mentioned. These sections will include a deeper dive or real-life example of a concept presented in the guide.

Resource:

This icon indicates an external link and additional resources.

Reflection:

This icon indicates a reflection on an important concept/theme and will include examples from the municipal experience.

Voicing concerns:

This icon indicates an example of how to address various common concerns.

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Getting started with equity, diversity and inclusion in climate action

What is equity, diversity and inclusion?

Perhaps, your organization has equity plans or frameworks already in place. Perhaps your organization is trying to decide which equity plan is the best fit for them. Or maybe your organization has just started learning about equity, diversity and inclusion (EDI). Wherever your organization is on its learning journey, this resource can help you get started or improve existing practices.

You may have heard the acronyms EDI, DEDI, DEI. The number of acronyms, new terms and ideas can be overwhelming, but this resource will help demystify new terms, organize your ideas and help you get started with EDI in climate action. We have also included a glossary (**pg 30**) if you come across a term you are unfamiliar with.

Before we get to the list of important terms, how do we define EDI? Many of the definitions used in this resource are drawn from the **University of British Columbia's Equity and Inclusion Glossary of Terms**.[1]

1   Equity & Inclusion Glossary of Terms. ("n.d."). Retrieved from: **https://equity.ubc.ca/resources/equity-inclusion-glossary-of-terms/**

Equity:

Equity refers to fairness and justice in policies, processes and outcomes for historically and/or currently underrepresented and/or marginalized people and groups.

It considers power, access, opportunities, treatment, impacts and outcomes, in three main areas:

Representational equity:

The proportional participation at all levels of an institution;

Resource equity:

The distribution of resources in order to close equity gaps; and

Equity-mindedness:

The demonstration of an awareness of, and willingness to, address equity issues.

Achieving equity requires recognizing and addressing barriers to provide opportunity for all individuals and communities to thrive, no matter where they started from.[2]

Diversity:

Diversity refers to the presence of differences. These differences can relate to the different dimensions of: race, ethnicity, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical disability, mental disability, sex, gender identity or expression, sexual orientation, age, class and/or socio-economic situations.[3]

Inclusion:

Inclusion refers to feeling welcome, belonging, with the capacity to engage and succeed in any given environment. It also relates to recognizing, reducing and removing barriers to belonging and true participation. It is an active, intentional and continuous process to address inequities in power and privilege and build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all.[4]

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2   Ibid.
3   Ibid.
4   Ibid.

Let's take a deeper dive into what EDI means and explore these important questions below:

- What is EDI?
- Why is it important?
- What does EDI look like in practice?

- What can my organization do to ensure that our climate action projects reflect equity, diversity and inclusion?

Before we address these questions, here are some key terms:

Policies aim to achieve parity in process and outcomes by drawing from a diversity of lived experiences, but without inclusion, we cannot address true sources of inequality or if spaces/resources are accessible to all.

Equity refers to fairness and justice in policies, processes and outcomes for historically and/or currently underrepresented and/or marginalized people and groups.

EQUITY

Diversity refers to the presence of differences.

Attempts are made to address inequities and achieve parity in policy, process and outcomes, but when diverse life experiences are not considered, there is nothing to base equity and inclusion aims upon.

REGARD FOR HUMANITY & SOCIAL JUSTICE

DIVERSITY

INCLUSION

A diversity of lived experiences is acknowledged but without equity, this diversity is not used to inform policy and practices.
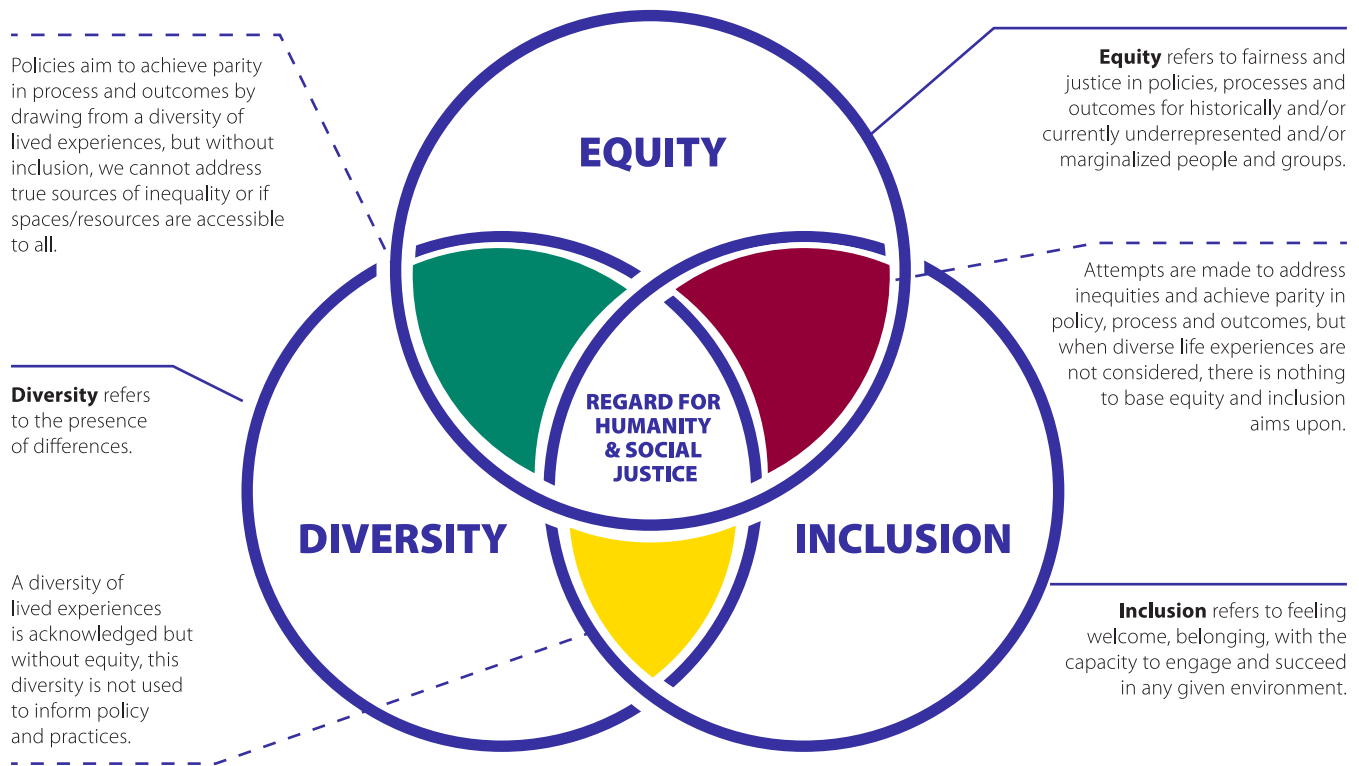
Inclusion refers to feeling welcome, belonging, with the capacity to engage and succeed in any given environment.

As illustrated above, equity, diversity and inclusion are three distinct ideas that work together and are interrelated. When these ideas are woven together, socially fair impact and outcomes are more likely to occur. If we focus on just one or two aspects of EDI, imbalance will ensue and social fairness and impact will not be achieved. For example, if we only focus on diversity in hiring but fail to adopt inclusive practices and policies, it will create a working environment that may feel unsafe. If we only focus on engaging a diverse audience in our climate planning processes, and fail to address equity and inclusion considerations, our climate plan will have limited social justice outcomes. A lack of inclusive practices, policies and cultural change lead to bias, which can result in resistance that can get in the way of meaningful engagement and retention of people from diverse backgrounds. Incorporating EDI into our organizations and practices is an important journey as well as our ethical responsibility.

Decolonization:

EDI can also be referred to as diversity, equity, decolonization and inclusion (DEDI).

Decolonization is about "cultural, psychological and economic freedom" for Indigenous people with the goal of achieving Indigenous sovereignty — the right and ability of Indigenous people to practice self-determination over their land, cultures and political and economic systems. Colonialism is a historical and ongoing global system where settlers continue to occupy land, dictate social, political and economic systems, and exploit Indigenous people and their resources.[5]

Colonial structures inform how we understand and execute policies, perspectives and priorities and how we approach climate action. Decolonization allows us to render oppressive structures, ideas and practices visible. This visibility and understanding is paramount if we are to reflect EDI in our work.

Environmental racism:

In the context of EDI & the environment, environmental racism is an important concept to understand.

Environmental racism is:

Racial discrimination in environmental policymaking, the enforcement of regulations and laws, the deliberate targeting of communities of colour for toxic waste facilities, the official sanctioning of the life-threatening presence of poisons and pollutants in our communities, and the history of excluding people of colour from leadership of ecology movements.[6]

Communities consisting primarily of people of color continue to bear a disproportionate burden of this nation's air, water and waste problems. Even in today's society, race influences the likelihood of exposure to environmental and health risks as well as accessibility to health care. People of color are more likely than their white counterparts to live near freeways, sewage treatment plants, municipal and hazardous waste landfills, incinerators and other noxious facilities. Disparate siting and land-use patterns result in elevated health risks to nearby inhabitants.[7]

5   Belfi, E. & Sandiford, N. (2021). Decolonization Series Part 1: Exploring Decolonization. In S. Brandauer and E. Hartman (Eds.). *Interdependence: Global Solidarity and Local Actions.* The Community-based Global Learning Collaborative. Retrieved from: http://globalsolidaritylocalaction.sites.haverford.edu/what-is-decolonization-why-is-it-important/

6   MacDonald, Dr. E. (2020, September 1). Environmental racism in Canada: What is it and what can we do about it? Ecojustice Blog. https://ecojustice.ca/environmental-racism-in-canada/

7   Bullard, R. D. (1993). The Threat of Environmental Racism. Natural Resources & Environment, 7(3), 23–56. http://www.jstor.org/stable/40923229

Intersectionality:

When it comes to EDI, intersectionality is an important concept. The term intersectionality was first coined by Professor Kimberlé Crenshaw in 1989 and has had a monumental impact on how we understand inequity and systems of oppression.

Some definitions of **intersectionality** are:

"Intersectionality is the acknowledgement that everyone has their own unique experiences of discrimination and oppression and we must consider everything and anything that can marginalise people – gender, race, class, sexual orientation, physical ability, etc. […] Put simply, intersectionality is the concept that all oppression is linked"[8]

"The interconnected nature of social categorizations such as race, class, disability, sexual orientation and gender identity as they apply to a given individual or group. Intersectional identities create overlapping and interdependent systems of discrimination or disadvantage"[9]

Transform Waterloo Region climate action strategy

From the outset of the climate action planning process, ClimateActionWR, a collaboration between local organizations, community members and municipalities within the Region of Waterloo, worked with the Viessman Centre for Engagement and Research in Sustainability (VERiS)[10] to ensure an equity and diversity lens was applied throughout the entire process. Initially, ClimateActionWR participated in sustainability justice training workshops run by VERiS that sought to identify gaps and barriers to the integration of sustainability justice into municipal climate action plans, explored innovative and holistic management practices and tools that can be applied to city planning and assessed the potential and laid the foundation for a joint multi-national research program focused on exemplary case studies and innovative approaches. In addition, VERiS provided evidence-based recommendations through a living literature review document, a guiding checklist that included key questions for policymakers to consider throughout all stages of the planning process, and a visual model of sustainability justice.

As a result, EDI has become a core focus of the plan, with a key goal being to leverage GHG reductions to increase equity, prosperity and resilience for all. Equity principles and definitions are established throughout the document including the vision statements and guiding principles of the plan. Phase 1 of the plan also included an extensive community engagement process involving multiple formats and methods which engaged over 1600 community members.[11]

8   Taylor, B. (2019, November 24). *Intersectionality 101: what is it and why is it important? - Womankind Worldwide*. Womankind Worldwide. https://www.womankind.org.uk/intersectionality-101-what-is-it-and-why-is-it-important/
9   Equity & Inclusion Glossary of Terms. ("n.d."). Retrieved from: https://equity.ubc.ca/resources/equity-inclusion-glossary-of-terms/
10   Dobai, J., Riemer, M., & Dreyer, B. (2020). *Sustainability Justice in the Context of Municipal Climate Action Planning: Key Consideration*. https://researchcentres.wlu.ca/viessmann-centre-for-engagement-and-research-in-sustainability/assets/documents/sustainability-justice-in-the-context-of-municipal-climate-action-planning-key-consideration.pdf
11   *Climate Action Plans - ClimateActionWR*. (n.d.). Retrieved April 5, 2022, from https://climateactionwr.ca/climate-action-plans/

Acknowledging common concerns

The PCP Secretariat spoke to municipal staff and PCP partners to gather information about municipalities' most pressing EDI concerns. Here are some common concerns that were expressed:

These questions and concerns about EDI are important to consider. Integrating EDI is not always easy, but it is something we can do,

one step at a time. Asking questions and voicing concerns is an important part of the EDI process. The following sections will provide examples, suggestions and resources that address some of these concerns. **Look for the voicing concerns icon from the legend** throughout this guide for more information on the most common concerns to get an idea of how these can be addressed.

WE KNOW EDI IS REALLY IMPORTANT BUT WE DON'T KNOW WHERE TO START…

WHEN EDI CHALLENGES ARE BROUGHT UP I DON'T FEEL PREPARED…IT'S TOO COMPLEX.

WE ALREADY HAVE SO MUCH WORK TO DO. HOW WILL WE FIT THIS IN?

WE ACTUALLY HAVE AN EDI PLAN BUT I'M NOT SURE IT'S WORKING…

WE WANT TO INCORPORATE EDI BUT WHAT IF WE ACCIDENTALLY DO THE WRONG THING?

WHAT'S THE POINT? THINGS NEVER CHANGE AROUND HERE.

WE USE SOME GREAT EDI STRATEGIES BUT EVERYONE IS DOING SOMETHING DIFFERENT… IT'S CONFUSING TO KEEP TRACK OF.

Understanding equity, diversity and inclusion in climate action

What does EDI have to do with climate action?

As local governments, we must ensure many different voices are heard in the planning process and that the benefits that come from the solutions put in place to reduce GHG emissions are equitably distributed. We should strive to ensure our actions don't have unintended consequences that exacerbate EDI considerations.

Now that we've reviewed what EDI is and why it is important, we can examine EDI in the context of climate action specifically. Let's consider the following questions:

- What is the role of EDI in climate action?
- What is the relationship between EDI and climate action?
- What are some of the challenges in implementing EDI practices within climate action?

# EDI, climate action and the PCP Milestone Framework

The PCP program guides you through a [five-step Milestone Framework](#) to help you take action on climate change by reducing emissions in your municipality. From creating an inventory to setting and reaching your emissions reduction target, each step moves you closer to achieving your climate goals. Layered with an EDI lens, the Milestone Framework can reach beyond climate goals towards goals of a more just and equitable society. In the section below we have envisioned how EDI might be layered into each of the PCP milestones.
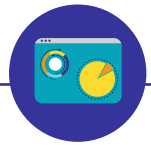
Milestone 1: Creating a baseline emissions inventory

Milestone 1 is about gathering data and insights. As GHG emissions are not generated evenly across all sections of society, lending an EDI lens to this work might involve gathering and examining data with intersectionality in mind. Do your residents have equal access to low-carbon and affordable energy sources? Is green infrastructure such as public parks and street trees equally distributed throughout the community? Where are the gaps in public transit and how do they contribute to the location of disadvantaged communities?
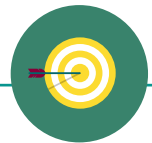
Milestone 2: Setting emissions reductions targets

An EDI element that can be incorporated into the target setting processes is the concept of fair share accounting. The term comes from the [Paris Agreement](#) where national governments agreed to "common but differentiated responsibilities and respective capabilities, in the light of different national circumstances".[12] Fair share considerations could be brought into municipal and community target setting processes with questions such as; How has our community gained from a carbon-based economy and what is our capacity to act in relation to others? Will some sectors of our community take-on more responsibility for emissions reductions due to their contributions to the emissions profile or their capacity to act?

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12   Paris Agreement. (2015). In *United Nations Framework Convention on Climate Change.* https://unfccc.int/files/meetings/paris_nov_2015/application/pdf/paris_agreement_english_.pdf

Milestone 3: Developing a local climate action plan

The local climate action planning process is an opportune time to reconsider how EDI is factored into municipal planning processes and to engage with equity seeking groups. Stakeholder engagement is a critical part of Milestone 3, expanding representation to include a broad range of social and demographic groups, alongside stakeholders from relevant industries and institutional sectors, can help ensure positive outcomes are realized equitably and potential unintended negative consequences prevented. We can factor these EDI considerations into the community climate action planning process, but also the corporate climate action planning process, ensuring the municipality's corporate operations also reflect the commitment to EDI.

Milestone 4: Implementing a local climate action plan

In implementing the climate action plan, we have an opportunity to develop a more equitable and inclusive society by directing the benefits of our plan towards vulnerable groups. This could be by directing climate investments towards under and unemployed workers, towards lower-income neighbourhoods and/or and by ensuring programs that reduce household cost savings and improve health outcomes accrue to groups with lower socio-economic status. Members of stakeholder groups that were consulted during the plan's development can continue to provide feedback through the implementation phase, either as a municipal partner or as part of a stakeholder advisory group.

Milestone 5: Monitoring and reporting results

In Milestone 5 we once again gather data and insights, this time looking to learn if our interventions are having the intended impact. Are they heightening the inequities in society or helping to address them? Can we change our approach to better address the needs of the community we wish to serve? How can we take what we've learned to further advance our commitment? Milestone 5 is not the endpoint of climate action nor EDI interventions. It's a moment for reflection, regrouping and recommitting.[13]

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13   *Partners for Climate Protection.* (2021). Partners for Climate Protection. https://www.pcp-ppc.ca/

Lessons learned in implementing EDI in climate action

We reached out to PCP members and partners to better understand the experiences of municipal staff. While there was a tremendous range of views expressed, experiences mostly fell within three categories:

- **Lesson 1** — Laying the groundwork and understanding context
- **Lesson 2** — Relationship building and collaboration
- **Lesson 3** — The feedback loop, open communication and evolution

This section includes further reflections on our experience speaking to municipal staff and community partners. We have included some preliminary ideas on how to tackle these common challenges and advance EDI in climate action as well as some promising practices observed among our network and partners.

Lesson 1: Laying the groundwork and understanding context

The Importance of context

PCP works with over 500 municipalities and each one is unique. When it comes to EDI, we need to identify which tools, strategies and practices will meet the needs of a community's regional and local context. An EDI plan that works in a specific area may not work in all areas, and EDI plans must constantly evolve in order to meet the changing needs of communities.

When working on climate protection in municipal contexts, it can be challenging to anticipate how our work has differential impacts on diverse communities. A common challenge is around participatory planning. How can we

connect with communities often left out of the process? Here are some key questions to ask in the early stages (PCP milestones 1- 3). These questions should also be revisited throughout climate action planning as you may discover new information, more relevant questions or complete changes to your initial answers.

When considering context, we must ask ourselves:

Who?

- Who am I serving?
- Who makes the decisions?
- Who do I need to collaborate with?
- Who does this work impact?
- Who benefits from this work?
- Who might be negatively impacted by this work?
- Who is/has been left out of this work?
- Who controls the resources required for this work?
- Who is in a position of power?

What?

- What is the goal/vision of this work?
- What is the strategy/strategies that support the goal/vision?
- What are the potential challenges of this strategy/vision?
- What are the potential positive outcomes of this work?
- What are the potential negative impacts of this work?

When?

- What is happening in the community/communities I am working with right now?
- What do I anticipate will be happening in the community/communities I am working with right now?
- What has the community/communities' experience been with climate action and/or municipal government?
- What is happening in the broader context of climate change right now/leading up to now?
- What are relevant public health factors to consider right now?
- What are relevant socio-political factors to consider right now?
- Are there any time-specific factors relevant to this project that might become challenging?

Where?

- What environmental/regional factors must be considered in this project?
- What is the range of environmental/regional factors that exist in this region/under this jurisdiction?

Why?

- Why have we selected our project strategy?
- Why have we selected our project aim?
- Why have we selected our EDI strategy?

How?

- How can our EDI strategy be applied practically?
- How is the EDI strategy working when applied practically?
- How are the working teams formed?

- How might we improve and/or adjust our EDI strategy so it works better/better suits the context?

Reflecting on laying the groundwork

Understanding the context in which we live and work is of the utmost importance but this doesn't mean it's an easy process. Not only does context vary between municipalities but it changes over time. In our own process of understanding context and laying the groundwork, we have found the FAR framework helpful.

How FAR can we go with EDI?

FAR is a helpful acronym and stands for flexibility, adaptability and reflexivity, which are defined below:

**Flexibility:** Willingness to change in accordance with context, situation, events or circumstances

ex: Staff have always used a certain feedback procedure. Staff realize that their original feedback procedure is ineffective and they are not hearing from key stakeholders. Staff are willing to change the feedback process despite anticipating it will take time for them to learn the new process and may be more time consuming than the original process.

Adaptability: Ability to adjust/change in order to suit different contexts, situations, events or circumstances

ex: After carrying out the initial phases of a climate action project, staff realize that the project has had unintended and negative consequences for several local community groups. Staff, in collaboration with these community groups, return to the planning phase in order to adapt their plan and account for the challenges faced by community groups.

Reflexivity: Reflexivity is the process of continual reflection upon the process of a project, action, plan etc. Reflexivity requires a strong degree of self-awareness, willingness to learn, reflect on one's positionality and taken for granted assumption and commitment to continued engagement with reflection

ex: Staff keep their own reflexive accounts (i.e., notes or self-assessments) while carrying out projects. Once a month, staff have an opportunity to share their reflexive accounts, collaborate on municipal EDI strategies and practices and apply lessons learned to the planning for upcoming projects.
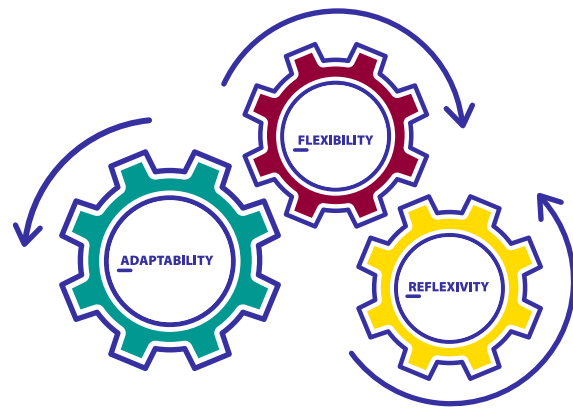
FAR is important to keep in mind at every stage of climate action planning. Just as equity, diversity and inclusion work together; flexibility, adaptability and reflexivity are all required in order to create a planning process that is balanced.
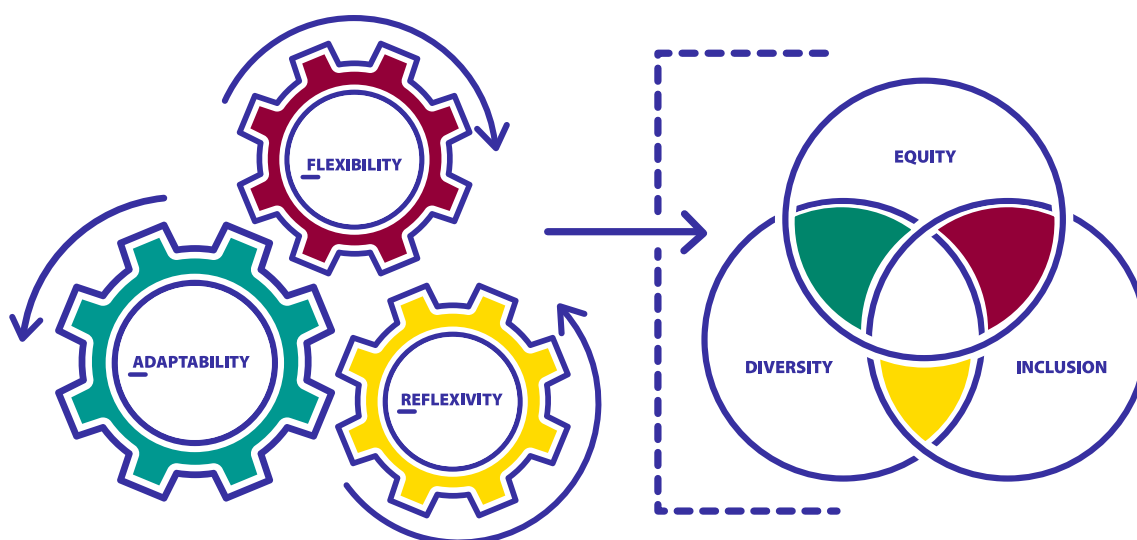
FAR will help ensure that EDI is reflected in climate action projects and that EDI practices are meeting the needs of communities while they also meet the aims of climate action projects. In other words, **FAR** supports EDI. We must develop the skill at the individual and collective levels to reflect on our actions, change what isn't working or what may be harmful, and adapt new strategies and practices which are helpful and serving everyone.

Ideas to help you lay the groundwork

Some ways you can better understand your context and lay the groundwork include:

- Asking EDI evaluative questions (Who, What, When, Where, Why, How examples above)
- Getting to know the communities within your municipality
- Deepening your understanding of different community contexts
- Seeking to collaborate with communities
- Asking communities for input on EDI plans and strategies

- Creating visual EDI maps to help support policy design and decision making

EDI mapping can be an effective way to gather information and lay the groundwork for effective context setting and climate action planning. Some examples include:

The Energy Poverty and Equity Explorer tool, developed by Canadian Urban Sustainability Practitioners (CUSP), offers municipalities access to relevant data so they can better understand energy poverty, and other equity and affordability challenges in their communities. Energy poverty refers to the experience of households that struggle to meet their home energy needs. Approximately 20% of Canadian households are facing energy poverty and to address this challenge requires a clear understanding of the people that experience it. The resource is designed to help municipal staff develop equitable and inclusive clean energy programs to meet residents' needs.[14] This tool was supported by FCM's Transition 2050 initiative.[15]

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14   *The Many Faces of Energy Poverty in Canada.* (2019). CUSP. https://energypoverty.ca/
15   *Tool for municipal clean energy program development | Federation of Canadian Municipalities.* (n.d.). Federation of Canadian Municipalities. Retrieved April 5, 2022, from https://fcm.ca/en/resources/mcip/tool-municipal-clean-energy-program-development

Responding to common concerns about laying the groundwork

The "Responding to common concerns" sections include real examples of EDI concerns we gathered from municipal staff. The scenario described below is based upon experiences commonly described in our consultations. Has your municipality had similar experiences? Are you interested in trying some of these strategies? EDI strategies and planning are iterative and must utilize the FAR process, as you will see in the following example:

The challenge: Our municipality recognizes the importance of reflecting EDI in its climate action projects. A primary challenge our municipality has found is a lack of cohesion. Municipal staff have expressed a need for greater clarity and consistency across departments in what EDI tools, strategies and frameworks are utilized.

The response: The municipality conducted an internal review and consolidated information about what EDI tools, frameworks and strategies municipal staff were already aware of. Secondly, the municipality formed committees and engaged in extensive community outreach in order to gauge how climate action projects impacted diverse communities across their region. The municipality secured resources to support community members and leaders to take part in the municipal committees in order to open direct lines of communication.

The outcome: In engaging with the process described above, the municipality generated opportunities to build strong relationships with community partners and leaders. The municipality also made significant progress in their ability to communicate directly with different groups within their community. In order to address their initial challenge, they decided, in consultation with their community partners, to develop and publish a cohesive EDI framework to guide municipal staff and community partners in their climate action projects.

After publishing their EDI in climate action framework, the municipality was able to anticipate and address issues of inequity much earlier than they had previously. Municipal staff reported feeling more at ease as there was a reliable framework to guide them in their climate action.

A month after the publication of the framework, a number of community organizations reached out to the municipality to indicate that their communities had been excluded from the framework or that their community was not adequately served by the framework. Further, some community groups indicated that the public resource was inaccessible (only available on the internet and unavailable for new arrivals to Canada whose primary language is other than French or English). The municipality learned that its EDI in climate action framework must be an evergreen FAR process, continuously seeking to improve and advance.

Laying the groundwork in action

Here's a real-life example of laying the groundwork:

Non-profit organizations in Ottawa came together to create the **Ottawa Energy Collective**.[16] It was formed through support from the Ontario Trillium Foundation's Collective Impact process which was designed for large, diverse groups of stakeholders to come together to tackle large, complicated problems. Together, the stakeholders established a goal of reducing emissions from buildings by 80% below 2012 levels by 2050. This work supports the City of Ottawa's overall GHG reduction targets and Energy Evolution process. **Learn more**[17] about the history of this collective impact process, how they worked together to create a cohesive theory of change roadmap that is guiding their collaboration, and how they continue to support the City of Ottawa's climate change emissions reduction efforts.[18]

Lesson 2:
Relationship building and collaboration

The importance of relationship building and collaboration

Relationships and collaboration are the cornerstones of EDI and are important at every stage of climate action planning. Some of the key questions listed in the previous section as a part of laying the groundwork are, in fact, impossible to answer without relationship building and collaboration. Relationship building should not start and end with the climate action planning process. It should form part of an ongoing broader relationship building commitment that spans thematic planning processes or projects. To foster EDI relationship building, many municipalities are establishing **EDI offices**[19] to enables synergies and coordination between municipal services and programs.

Reflecting on relationship building and collaboration

Given the diversity of community contexts, the most appropriate and effective way to communicate and collaborate will vary. An effective EDI strategy in one context may not work in another. **ICLEI's Engaging Meaningfully**[20] resource examines how partnerships are a way of addressing the complexity of climate change. It was designed to help municipal staff develop and nurture partnerships that flourish, helping to share both the burden and responsibility. It explores how to define the different types of relationships, the spectrum of engagement to be applied and how to design for collective impact, including information adapted from **KPMG International Unlocking the Power of Partnership**,[21] which presents the spectrum of partnerships that can be established.

16   *Ottawa Energy Collective — Working together to green Ottawa's building stock — net zero GHG emissions from buildings by 2050!* (n.d.). Ottawa Energy Collective. Retrieved April 5, 2022, from **https://ottawaenergycollective.ca/**

17   *Ottawa Energy Collective Impact.* (n.d.). Sustainable Eastern Ontario. Retrieved April 6, 2022, from **https://sustainableeasternontario.ca/our-work/energy-2/collective-impact-green-buildings/**

18   *Ottawa Energy Collective Impact Problem and Opportunity Statement.* (2017). **https://sustainableeasternontario.ca/wp-content/uploads/2018/03/7.-Collective-Impact-Problem-Statement.pdf**

19   *VICTORIA Committee of the Whole Report Committee of the Whole* **https://pub-victoria.escribemeetings.com/filestream.ashx?DocumentId=51510**

20   ICLEI Canada. (n.d.). *Engaging Meaningfully: Leveraging community engagement to advance implementation.* Retrieved April 5, 2022, from **https://icleicanada.org/wp-content/uploads/2021/12/Engaging-Meaningfully.pdf**

21   *Unlocking the Power of Partnership-A Framework for Effective Cross-Sector Collaboration to Advance the Global Goals for Sustainable Development.* (2016).

Ideas to get you started with relationship building and collaboration

According to **C40's Inclusive Community Engagement Playbook**,[22] we can work with communities and build relationships based on trust, by:

- Being transparent
- Partnering with citizens to deliver change
- Striving for equity, diversity and inclusion
- Treating engagement as a process, not an endpoint
- Building community capacity through engagement
- Delivering with integrity

The playbook recommends a circular approach for engagement based on four core stages that when combined lead to effective, inclusive and equitable climate action. It starts with vision setting including measurable objectives that can be tracked and updated over time. It proceeds to mapping and analysis to help identify and understand key stakeholders and how to communicate with them. The design and implementation stage involves selecting key tools and techniques for engagement and the feedback and evaluating stage helps to assess and refine the impact of the engagement approach.

Responding to common concerns about relationship building and collaboration

The "responding to common concerns" sections include real examples of EDI concerns, gathered from municipal staff. The scenario described below is based on a lived experience explored in our consultations. Has your municipality had similar experiences? Are you interested in trying some of these strategies? EDI strategies and planning are iterative and must utilize the FAR process, as you will see in the following example:

The challenge: Our municipality wants to engage meaningfully with community groups. We want to understand how our climate action projects impact a diversity of communities in our region but we don't know how to reach those that we don't already communicate with. We worry about overburdening minoritized groups and community leadership organizations as they already have significant demands on their time.

The response: The municipality's EDI office collaborated with the staff working on the climate plan to engage with an extensive EDI mapping of their region, interviews, focus groups and other data collection processes which facilitated communication between the different community groups and the municipality. The municipality hired organizations that helped to support relationship building between the municipality, community partners, minoritized groups and leadership organizations. The municipality

22   Ghojeh, M., Coccoli, C., Morel Miranda, L., Spangaro, F., Stuehmke, D., Smith, B., Frost, L., Magnani, G., Stallard, E., Cooper, I., Stockley, H., Robles, E., Civil, H., Ahumada, J., & Packer, M. (2019). *PLAYBOOK: Inclusive Community Engagement*. https://c40.my.salesforce.com/sfc/p/#36000001Enhz/a/1Q000000Mea7/3zH_zQzfhUmD_KNamcD1aPz5zvabD4XtoDO9yfEMgFM

also engaged in fundraising efforts to support the minoritized groups to fully engage in climate action planning. This put less pressure on minoritized groups directly as resources and the intermediary organizations helped connect municipal staff and the community directly.

The outcome: By engaging with extensive EDI mapping and community collaboration processes, the municipality recognized a greater number of EDI considerations to factor into their climate action planning. Municipal staff felt better able to collaborate with community organizations directly in a respectful, culturally conscious way. Community organizations felt valued for their time and effort. Long term relationships channels were established that will better serve the municipality and community organizations in the future.

Relationship building in action

Here's a real-life example of relationship building and collaboration

Located entirely on Anishinabek territory, the Georgian Bay Biosphere (GBBR) First Nations Partnership, has continuously sought to build relationships and engage with Indigenous communities and learn from Indigenous knowledge and perspectives throughout the work. As the result of a partnership with the French River Visitor Centre's Cultural and Aboriginal Advisory Committee in 2008, a strong foundation for relationships with Indigenous communities was built. Nevertheless, the

GBBR recognized that their efforts were not sufficiently intentional or consistent, and they lacked the knowledge on how to connect with communities, communicate on their work and listen to other perspectives on what the GBBR's role could be. Over the years, GBBR continued to seek guidance on how to ensure representation of and learn from Indigenous perspectives and have steadily expanded their engagement efforts. This emphasis on relationship building has led to the establishment of funding partnerships and other relationship building activities and approaches. Their [Reflection Paper on Reconciliation in the GBBR and Anishinabek Territory](#)[23] documents more of the GBBR's learnings and outcomes of their work.

Lesson 3: The feedback loop, open communication and evolution

The importance of the feedback loop, open communication and evolution

EDI practices and processes require evolution. One of the challenges with EDI is that it is not a destination or an endpoint but an ongoing process and practice. Just like flexibility, adaptability and reflexivity (FAR) are attitudes and behaviours that support EDI, it is our commitment and our willingness to learn that are important.

It is important to acknowledge that as we learn, we may make mistakes such as being inequitable or unintentionally causing harm. For example, the electrification of energy grids could

23   Judge, K., & Mason, G. (2019). *Reconciliation in Action: Reflections on Reconciliation within the Georgian Bay Biosphere Region, Anishinabek Territory.*

cause an increase in energy costs for low-income customers, creating further disparity. These oversights and errors are more easily avoided when you commit to all aspects of the EDI process.

Using a learning centred FAR approach changes how we view feedback. Feedback should not be viewed as 'the end' of a project. Instead, feedback should be provided throughout and be a regular feature of the collaborative process.

Discomfort & unsafety

When we truly commit to equity, diversity and inclusion as part of our organizational ethos and practice, and focus on the journey instead of the destination, we realize the process isn't easy. There are several challenges that arise and it can be difficult to know how to proceed with climate action projects.

When we learn a new concept or receive constructive feedback, this can give rise to feelings of discomfort. It is important that we recognize that discomfort is a natural part of the learning process[24]. Like for the **FAR process**, discomfort can be a natural and helpful part of the learning, unlearning and relearning process. Discomfort can occur in the stage of unlearning or relearning when we are prompted to challenge our taken-for-granted assumptions.

Unsafety, on the other hand, is a condition or situation which causes an individual harm (harm can occur physically and/or in relation to one's mental health or well-being).

Sometimes, we can get these two reactions confused. It is important to remember that discomfort is a natural part of the learning

process and we can benefit from embracing a degree of discomfort. Feeling unsafe, however, should not occur. Feelings of unsafety should be reported indicating that harm had been inflicted. In these cases, change must occur to ensure employees and stakeholders safety.

Reactive & proactive responses

Reactive responses to situations are often quick, knee-jerk responses. They do not require much time, planning or organization. Reactive responses are often born out of an emotional response and are destination oriented.

Proactive responses are often made in consideration of long-term planning. They require time, organization and anticipation of potential challenges ahead of time. Proactive responses are flexible and adaptable.

Reactive responses are helpful in indicating what challenges need to be addressed and can act as a catalyst for change. Proactive responses can help us decide how to best respond to challenges and/or how our reactive position may need to be adapted in order to meet our aims.

For example: A stakeholder recounts a racist incident that occurred during a climate planning consultation meeting. They share this experience via social media, naming their place of employment and while they do not name individuals, it is clearly implied that many of the people involved in the incident are still employed at this organization.

A reactive response might be:

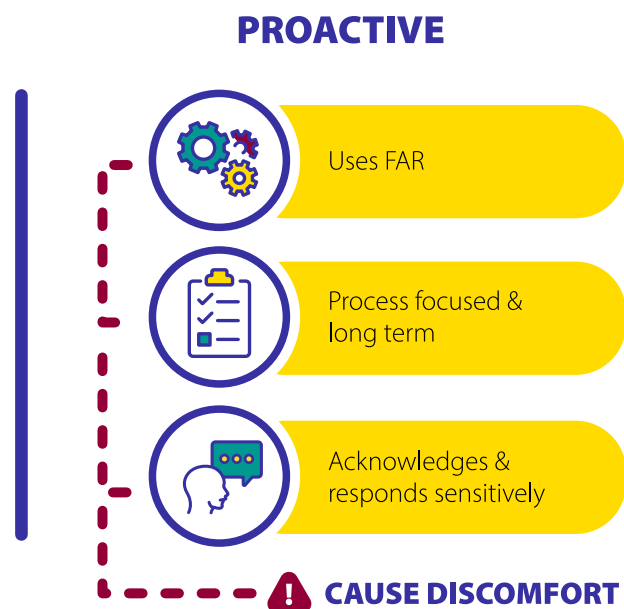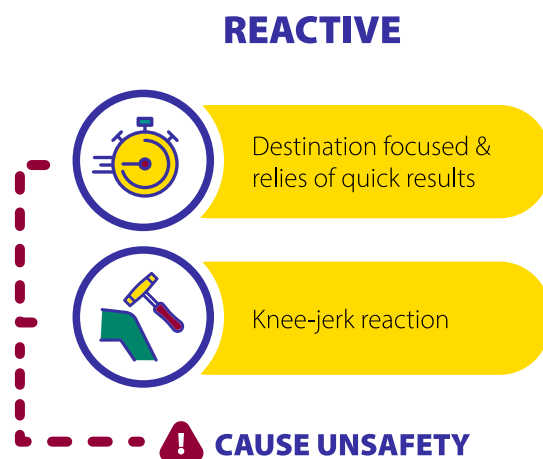1) The organization puts out a statement apologizing to their former employee

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24   Houston, B. (2002). Boler Megan, Feeling Power: Emotions and Education. New York, London, Routledge, 1999. *Hypatia, 17(*1), 205-209. doi:10.1111/S088753670001237X

but denying the severity of the harm. The organization also publishes a public statement indicating its commitment to antiracism training.

A more balanced and proactive reaction might be:

1) The employer lays the groundwork—they examine the racist incident described, learn how and why this incident occurred (via the FAR process)

2) They collaborate and consult with employees, stakeholders and a variety of experts

3) They develop a longer-term plan to address the underlying causes behind the incident

4) They continue to collaborate and engage with feedback about their long-term plan with a willingness to adapt the plan over time

REACTIVE

Destination focused & relies of quick results

Knee-jerk reaction

⚠ CAUSE UNSAFETY

PROACTIVE

Uses FAR

Process focused & long term

Acknowledges & responds sensitively

⚠ CAUSE DISCOMFORT

Organizational approaches that are only reactive tend to be end-point focused and there isn't time to anticipate a range of potential consequences. This means that there is a greater potential to cause unsafety. When reactive and proactive responses are used in combination, however, this creates a balance. Proactive responses allow for adaptability and evolution and therefore, may incite discomfort as a natural part of the learning process but are less likely to cause unsafety.

Reflecting on the feedback loop, open communication and evolution

Feedback and reflection are key to ensuring EDI strategies and practices are constantly evolving. There may be feelings of discomfort along the way as our assumptions are challenged, but by engaging in reactive and proactive responses we can create balance.

Ideas to get you started with the feedback loop

Now that the importance of feedback loops for positive and effective change has been established, let's consider what this might look like in practice. It is helpful to consider not only our attitude towards constructive feedback but also the way communication processes are structured and how feedback is utilized.

To get started with the feedback loop, consider the following questions:

- How do we give feedback?

- How do we receive feedback on our climate action?

- What mode/form does this communication take (i.e. email, survey, word of mouth, etc.)?

- Is the most common form of feedback communication accessible to all stakeholders?

- Who is providing this feedback?

- Which stakeholders may not be providing feedback? And why?

- Whom do you think you need to hear from?

- How can you encourage a diverse range of feedback?

- What is your process of addressing feedback? How is this accounted for/assessed/evaluated and/or recorded?

- Is feedback and/or the result of this feedback communicated to all stakeholders? If so, how? If not, why not? And how might this be changed?

- Is RFA reflected in our feedback communication processes?

Responding to common concerns about the feedback loop

The "responding to common concerns" sections include real examples of EDI concerns we gathered from municipal staff. The scenario described below is based on the common experiences heard through our consultations. Has your municipality had similar experiences? Are you interested in trying some of these strategies? EDI strategies and planning are iterative and must utilize the FAR process, as you will see in the following example:

The challenge: Our municipality recognizes the danger extreme heat poses to the people in their region. They know they need to build cooling stations to service the entire municipality but they also recognize the challenges posed by making cooling stations accessible to a diversity of people who would require access. Access to cooling stations is particularly important for vulnerable populations

The response: The municipality allocated funding, staff and resources to the development and implementation of several cooling stations spread across the region. A local advisory group was established with public education, transport and urban planning experts as well as representatives from marginalized groups to collaborate and collectively make decisions.

The outcome: After the cooling stations were operational, data was collected over the summer to gauge the efficacy and impact of the cooling stations. It was found that the cooling stations directly contributed to reduced mortality rates. However, upon receiving feedback and analyzing the data, some new challenges were identified. Primarily, access to transportation and public stigma surrounding cooling stations were identified as key barriers to access.

In order to improve access to cooling stations, staff returned to the planning phase in order to address some of the key challenges identified. Staff worked with the local advisory group to decide the best EDI strategies to approach and improve the cooling stations plan and implementation for the following year.

The feedback loop in action

Here's a real-life example involving the feedback loop:

The Town of Wolfville completed their Climate Action Plan[25] in December 2021. A wide range of consolation techniques were employed to engage communities across the municipality, including door-to-door engagement, discussion-based climate circles, pop-up events, community workshops and online surveys. One of the key messages heard from residents was the need to adopt more ambitious GHG targets than were being proposed by municipal staff. Residents also expressed a common interest in near-term target years and regularly updated GHG inventories to ensure progress towards these targets remain on track. Ultimately, GHG targets of 45% below 2016 levels by 2030, and net-zero emissions by 2050 were agreed upon.

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25   *Wolfville Town Hall.* (2022). The Town of Wolfville. https://wolfville.ca/table/town-hall/

Looking Ahead

PCP looking forward

This resource comes to you as the first EDI resource and capacity building activity developed by the PCP program. As an expression of our commitment to EDI and RFA as ongoing processes, we will continue to seek opportunities to collaborate and learn more. PCP welcomes feedback and looks forward to hearing from you and engaging with open dialogue.

If you would like to keep up to date on PCP's EDI initiatives and plans, please visit our website.

If you would like to share your thoughts and see the latest from our PCP membership, please visit the PCP Hub.

Additional resources to get started

Tools

- Better Evaluation | Methods and Processes

- Barcelona Laboratory for Urban Environmental Justice and Sustainability | Policy and Planning Toolkit for Urban Green Justice

- Cando & FCM | Stronger Together: A Toolkit for First-Nations-Municipal Economic Development Partnerships

- C40 Cities | How to Engage Stakeholders for Powerful and Inclusive Climate Action Planning

- Centre for Sustainable Organizations | Context-based Metric in Public Domain

- City for All Women Initiatives | Advancing Equity and Inclusion: A Guide for Municipalities

- Peel Region | Tree Priority Planning Tool

- Stockholm Environment Institute and EcoEquity | Climate Equity Reference Calculator

- University of British Columbia | Equity & Inclusion Glossary of Terms

- Urban Sustainability Directors Network's | Equity Foundations Training

- World Health Organization | Toolkit on Climate Change and Health

- Canadian Urban Sustainability Practitioners (CUSP) | Energy Poverty and Equity Explorer tool

Reports and guides

- C40 Cities | Inclusive Climate Action in Practice
- Climate Outreach | Policy & Just transition
- Decolonial Futures | Towards Braiding
- City of Saskatoon in partnership with Saskatchewan Indigenous Cultural Center | ayisiyiniwak: A communications guide
- Partners for Climate Protection | Small and Rural Communities Climate Action Guidebook
- The International Development Research Centre | Identifying the Intended User(s) and Use(s) of an Evaluation
- Authentic Engagement of First Nations and Métis Traditional Knowledge Keepers
- UC Santa Cruz Institute for Social Transformation | AngeloEquityClimate_Report.pdf (ucsc.edu)
- Urban Sustainability Directors Network | Equitable Community-Driven Climate Preparedness Planning
- The Centre for Active Transportation | Health Equity in Active Transportation Planning

Relevant organizations

- Future Ancestors Services Inc.
- Kambo Energy Group

Peer-reviewed and broad literature

- Armitage | Climate Action Equity in Canada
- Belfi, E. & Sandiford | What is Decolonization, Why Is It Important, and How Can We Practice It?
- City of Toronto | Benefits of Actions to Reduce Greenhouse Gas Emissions in Toronto; Prosperity and Socio-economic Equity
- City of Toronto | Benefits of Actions to Reduce Greenhouse Gas Emissions in Toronto: Health and Equity
- City of Toronto | Modeling Toronto's Low Carbon Future, Technical Paper #4: Consideration of Co-benefits and Co-harms Associated with Low Carbon Actions for Transform TO
- Economics for Equity & Environment | Cooling the Plant, Clearing the Air: Climate Policy, Carbon Pricing, and Co-Benefits
- Hammelman, Colleen | Challenges to Supporting Social Justice Through Food System Governance: Examples From Two Urban Agriculture Initiatives in Toronto
- Making Sustainability Plans more Equitable: An Analysis of 50 U.S. Cities
- Viessmann Centre for Engagement and Research in Sustainability | Co-Creating Innovative Solutions to Foster Sustainability Justice

Municipal applications of equity

- City of Portland | History and Key Documents of Climate Planning and Action in Portland
- City of Edmonton | GBA+ and Equity Toolkit, Zoning Bylaw Renewal Initiative
- City of Vancouver | Climate Emergency Action Plan
- City of Victoria | Office of Equity, Diversity and Inclusion
- District of Muskoka | Muskoka IDEA Project
- Waterloo Region | Transform Waterloo Climate Action Strategy

Informational resources

- Ecojustice | Environmental Racism in Canada: What It Is, What are the Impacts, and What Can We Do About It
- Elizabeth Walsh | Why We Need Intersectionality to Understand Climate Change
- Globe and Mail | How Indigenous-led Agriculture in B.C.'s Peace River Region is a Beacon of Hope Amid an Uncertain Future
- Globe and Mail | Opinion: Indigenous-led Green Energy Partnerships Will Move Us Forward
- Kimberle Crenshaw | TED Talk: The Urgency of Intersectionality

- Policy Options Podcast | PO Podcast 128 - Healing Canadian Cities for an Equitable Post-pandemic Future on Apple Podcasts
- Quebec Science | Les Inegalites Raciales : La Face Cachee du Mouvement Environnemental (in French)
- University of Toronto | Transport Poverty: U of T Researchers Lead National Effort to Support Equity in Transportation Planning
- Toronto Atmospheric Fund | Deep Retrofit Diary: Building a Green Workforce
- Electric Autonomy Canada | The Next Frontier for Public EV Charging: Accessibility

Glossary

Adaptability: Ability to adjust/change in order to suit different contexts, situations, events or circumstances.

Colonization: The act of establishing colonies and is a practice of political, economic, cultural and/or mental domination, which involves the subjugation of one population or an area, often as an extension of power. Colonization can also be defined as the act or practice of appropriating rites, traditions, customs, arts, ideas or culture that one does not own or have a right to.

Decolonization: "Cultural, psychological and economic freedom" for Indigenous people with the goal of achieving Indigenous sovereignty — the right and ability of Indigenous people to practice self-determination over their land, cultures and political and economic systems.

Differential impacts: The fact that an action or policy will have different consequences and impacts (positive and negative) on different communities, depending on the geographic location, socio-economic context, political situation and historical trauma. The importance of keeping this in mind is for the solutions to be crafted in a way that allows for flexibility and adaptability to the different contexts of the communities you are serving.

Diversity: The presence of differences. These differences can relate to the different dimensions of: race ethnicity, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical disability, mental disability, sex, gender identity or expression, sexual orientation, age, class and/or socio-economic situations.

Environmental racism: Racial discrimination in environmental policymaking, the enforcement of regulations and laws, the deliberate targeting of communities of colour for toxic waste facilities, the official sanctioning of the life-threatening presence of poisons and pollutants in our communities, and the history of excluding people of colour from leadership of the ecology movements.

Equity: Fairness and justice in policies, processes and outcomes for historically and/or currently underrepresented and/or marginalized people and groups.

Equity-mindedness: The demonstration of an awareness of, and willingness to, address equity issues.

Faire-share accounting: A principle and practice applied to GHG emissions management that recognizes common but differentiated responsibilities and respective capabilities, in the light of different national or local circumstances.

Flexibility: Willingness to change in accordance with context, situation, events or circumstances.

Inclusion: Feeling welcome, belonging, with the capacity to engage and succeed in any given environment. It also relates to recognizing, reducing and removing barriers to belonging and true participation. It is an active, intentional and continuous process to address inequities in power and privilege and build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all.

Intersectionality: The interconnected nature of social categorizations such as race, class, disability, sexual orientation and gender identity as they apply to a given individual or group. Intersectional identities create overlapping and interdependent systems of discrimination or disadvantage.

Proactive responses: Considerations made over long-term planning. They require time, organization and anticipation of potential challenges ahead of time. Proactive responses are flexible and adaptable.

Reactive responses: A quick and knee-jerk response. They do not require much time, planning, or organization. Reactive responses are often born out of an emotional response and are destination oriented.

Reflexivity: Reflexivity is the process of continual reflection upon the process of a project, action, plan etc. Reflexivity requires a strong degree of self-awareness, willingness to learn, reflect on one's positionality and taken for granted assumption and commitment to continued engagement with reflection.

Representational equity: The proportional participation at all levels of an institution.

Resource equity: The distribution of resources in order to close equity gaps.

Social justice: Social justice is fairness as it manifests in society. It includes fairness in healthcare, employment, housing and more. [26]

Sustainability justice: Sustainability justice is used to describe sustainability fitting justice conceptions that are inter-and intragenerational across both humans and non-humans. [27]

26   *What Does Social Justice Mean?* (n.d.). Human Rights Careers. Retrieved April 5, 2022, from https://www.humanrightscareers.com/issues/what-does-social-justice-mean/
27   Dobai, J., Riemer, M., & Dreyer, B. (2020). *Sustainability Justice in the Context of Municipal Climate Action Planning: Key Consideration*. https://researchcentres.wlu.ca/viessmann-centre-for-engagement-and-research-in-sustainability/assets/documents/sustainability-justice-in-the-context-of-municipal-climate-action-planning-key-consideration.pdf

Appendix: Integrating equity, diversity and inclusion into municipal climate action

In preparing this resource we encountered many inspirations and promising practices demonstrating EDI and climate action. While not comprehensive, we share highlights of many here to further inform your professional practice.

Lesson 1: Laying the groundwork and understanding context

The City of Kitchener developed a Corporate Strategy on Equity and Anti-Racism[28] that includes eight actions that helped the city start to engage in equity and anti-racism work. This commitment to EDI transcends the Corporate Strategy and can be seen prioritized throughout the region's Transform Waterloo Region community climate action plan, ClimateActionWR[29].

The City of Victoria Council established the Office of Equity, Diversity and Inclusion to embed distributional, procedural, structural and intergenerational equity into the city's corporate policies. To learn more about these efforts, refer to the City of Victoria's Committee of the Whole Report[30].

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28   *Corporate Strategy on Equity and Anti-Racism.* (n.d.). City of Kitchener. Retrieved April 5, 2022, from
        https://www.kitchener.ca/en/strategic-plans-and-projects/corporate-strategy-on-equity-and-anti-racism.aspx
29   *Climate Action Plans - ClimateActionWR.* (n.d.). Retrieved April 5, 2022, from https://climateactionwr.ca/climate-action-plans/
30   Sandhu, M. (2020). Committee of the Whole Report Committee of the Whole. In *City of Victoria*.

Lesson 2:
Relationship building and collaboration

The City of Vancouver engaged vulnerable populations to understand their climate-related experiences and needs to inform the update of its Climate Change Adaptation Strategy. The project was part of the Municipalities for Climate Innovation Program (MCIP) and documented in **Climate Change Adaptation Through an Equity Lens**.[31]

The NWT Association of Communities (NWTAC) organized a climate change forum to bring together communities, governments and other partners in an interactive format to move the climate adaptation agenda forward. The project was part of the Municipalities for Climate Innovation Program (MCIP) **case study series**.[32]

The City of Halifax engaged hundreds of internal and external stakeholders in the development of its new climate plan, HalifACT 2050: Acting on Climate Together. Their **Community Engagement Report**[33] documents the strategy they applied and how they responded to stakeholder input.

The Toronto Atmospheric Fund partnered with Building Up to provide construction and building retrofit jobs to underrepresented groups. To learn more about this collaboration refer to the **Deep Retrofit Diary: Building a Green Workforce**.[34]

31   *Climate change adaptation through an equity lens.* (n.d.). Federation of Canadian Municipalities. Retrieved April 5, 2022, from **https://fcm.ca/en/resources/mcip/climate-change-adaptation-through-equity-lens**

32   *A northern solution for community adaptation.* (n.d.). Federation of Canadian Municipalities. Retrieved April 5, 2022, from **https://fcm.ca/en/resources/mcip/northern-solution-community-adaptation**

33   *HalifACT 2050: Acting on Climate Together Community Engagement Report. (2020).* **https://cdn.halifax.ca/sites/default/files/documents/about-the-city/energy-environment/Community%20Engagement%20Report_0.pdf**

34   Toronto Atmospheric Fund. 2020. Deep Retrofit Diary: Building a Green Workforce. **https://taf.ca/retrofit-diary-building-a-green-workforce/**

Lesson 3:
The feedback loop, open communications and evolution

BC Hydro established new accessibility standards for public EV charging stations through collaboration with the Vancouver Electric Vehicle Association. This example shows the feedback loop in action, to learn more about the feedback loop refer to the article: **The next frontier for public EV charging: accessibility**.[35]

The City of Edmonton responded to the Citizen's Panel on Edmonton's Energy and Climate Challenges to established low carbon targets and plans. The process to develop

Edmonton's latest climate plan, **Edmonton's Community Energy Transition, Strategy and Action Plan**,[36] was launched in 2013 when a Citizen's Panel on Edmonton's Energy and Climate Challenges provided City Council with the recommendation that the City should become a low carbon city by 2050.

The City of Vancouver's Climate Emergency Action Plan recognizes reconciliation and equity as key priorities which through interventions from the Working Group represented disproportionally impacted communities. As part of their Climate Emergency Motion and subsequent **Action Plan**,[37] Vancouver has worked to integrate equity throughout the plan consultation process.

35   Electric Autonomy Canada. 2020. BC Hydro is rethinking its charging stations to meet the needs of present day mobility-impaired drivers as well as the trailer-towing electric SUVs and trucks of the near future. **https://electricautonomy.ca/2020/04/22/public-ev-charging-accessibility/**
36   *Edmonton's Community Energy Transition Strategy and Action Plan.* (2021).
37   *Climate Emergency Action Plan.* (n.d.). City of Vancouver. Retrieved April 5, 2022, from **https://vancouver.ca/green-vancouver/vancouvers-climate-emergency.aspx**