

DEI Strategic Report and Action Framework Initiatives

Community Focused Toolkit					
Initiative	Funding	Status			Comments / Next steps (Explain status – describe the issue or potential issue)
		Not Started	Underway	Complete / Operationalized	
1.1 Share information with community organizations, First Nations, and Indigenous organizations about District employment opportunities.	Funded			X	<p>Saanich staff members participated in 4 events that provided staff with tools to be more inclusive in hiring practices. Some of the organizations we connected with for this purpose include Inclusion BC, the Greater Victoria Local Immigration Partnership (GVLIP), and the Canadian National Institute of the Blind.</p> <p>In addition, Human Resources Division participated in 10 career fairs and collaborated with multiple organizations that provide employment and career support to underserved communities. These initiatives provided staff with opportunities to promote Saanich to diverse communities, expand our talent pool, and connect with underserved communities such as new immigrants, refugees, and people with disabilities. Some of the organizations we connected with for this purpose include Inter-Cultural Association (ICA), WorkBC, Indigenous Perspectives Society, Victoria Native Friendship Centre, Royal Roads University, and Camosun College.</p>
1.2 Continue to engage in dialogue with diverse communities about the DEI Strategic Framework.	Funded			X	The ADEI Council Committee provides space to support voices of organisations and community representing an equitable perspective in reviewing various policies, processes, and plans.

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1.3 Organize regular community forums, in collaboration with community organizations, to provide an opportunity for community members to discuss and be heard on issues of DEI, anti-racism and anti-discrimination, including the effectiveness of local policies and programs.	Funded		X		<ul style="list-style-type: none"> • Outreach and Events: Engaged with diverse groups and participated in events like Pride in the Park and National Indigenous Peoples Day. • Cultural Engagement: Attended cultural events and supported various community centers. • Safety Programs: Reinvigorated the Community Safety Office and offered a variety of safety series talks. <p>* While not formal forums, these activities provided platforms for exchanging ideas on DEI, anti-racism, and anti-discrimination.</p>
1.4 Build awareness within communities on racism and discrimination and the impacts on people and their families.					This action was a recommendation by the consultants and lies outside of the scope of services offered in the municipal context and will be removed from the work plan.
2.1 Provide support services for persons impacted by, or victims of, racism and discrimination, including safe spaces and access to services and counselling.	Funded		X		<ul style="list-style-type: none"> • Literature on Racism and Discrimination: Providing educational materials to raise awareness. • Community Engagement: Attending community group meetings to offer support and resources. • Counseling Services: Referring individuals to counseling services as needed. • Victim Services: Referring individuals to specialized victim services for additional support.
2.2 Involve citizens by providing space where voices can be heard in DEI and anti-racism initiatives and decision-making.	Funded			X	The ADEI Council Committee provides space to support voices of organisations and community representing an equitable perspective in reviewing various policies processes and plans.
2.3 Engage in discussion with other governments about DEI policies, practices, and funding.	Funded			X	Saanich staff are members of the Southern Vancouver Island Social Development Community of Practice. This Community of Practice includes members from municipalities, governmental bodies, non-profits, and educational institutions. The members meet bi-monthly to

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					discuss relevant accessibility, diversity, equity, and inclusion topics and issues.
2.4 Work with community organizations to plan new or revised services.	Partially Funded			X	As it relates to recreation and wellness programs and services as funding is available.
2.5 Support or establish, in collaboration with community organizations, a monitoring and response system or network to identify and respond to acts of racism, hate crimes, and other incidents, including bringing such incidents to the attention of the appropriate authorities.	Funded		X		<p>The Saanich Police Department (SPD) is dedicated to creating a safe and inclusive community. They communicate with the public through social media, community meetings, and official reports, emphasizing transparency and engagement.</p> <ul style="list-style-type: none"> • Safe Spaces Program: SPD partners with local businesses and organizations to provide safe locations for marginalized communities (BIPOC, 2SLGBTQ+, unhoused, etc.) to call the police and wait for first responders. • Hate Crimes Coordinator: SPD has a dedicated coordinator who reports to the British Columbia hate group overseen by the RCMP. <p>By collaborating with community organizations, SPD ensures that incidents of racism and hate crimes are promptly identified and addressed, fostering a community where everyone feels safe and respected. All matters are documented, some resulting in Criminal Charges.</p>
2.6 Develop and distribute awareness materials and campaigns to inform residents and community members about their rights and obligations, including available resources and mechanisms for the	Funded			X	Communication mechanisms to support this as this relates to programs and services provided across the District are available through email and phone as described on our website.

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prevention of and redress against racism and discrimination.					
2.7 Establish complaint mechanisms within the District's authority (ombudsperson, anti-discrimination unit, etc.) to deal with allegations of systemic and individual acts of racism and discrimination.	Funded			X	Any complaints are received directly via email to the appropriate Director or through the general email box.
2.8 Seek partnerships with community organizations and local First Nations on the collection of data and information.	Partially Funded	X			Work on this initiative is expected to commence in 2025/2026 once the Indigenous Relations and Reconciliation Manager role is filled.
3.1 Support initiatives that build and bridge capacity within Indigenous Nations and communities.	Partially Funded	X			Work on this initiative is expected to commence in 2025/2026 once the Indigenous Relations and Reconciliation Manager role is filled.
3.2 Educate and sensitize Council and District staff on mutual respect, citizenship, and the obligation to protect and promote human rights, including Declaration on the Rights of Indigenous Peoples Act (DRIPA).	Funded			X	An Indigenous Relations Learning Curriculum was launched for staff and council offering a variety of educational opportunities including live classroom learning, self-paced learning, and hands-on activities in the community. The curriculum is currently underway and is expected to conclude in Spring 2025. At the end of 2024, 150 staff members have participated in this curriculum. There is a plan to reoffer some of its opportunities in late 2025/early 2026.
3.3 Build understanding and respectful relationships with Indigenous Nations and communities and identify ways to incorporate and amplify Indigenous voices through dialogue.	Partially Funded	X			Work on this initiative is expected to commence in 2025/2026 once the Indigenous Relations and Reconciliation Manager role is filled.

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3.4 Engage with the leadership of local Indigenous Nations at the Council level with respect to building sustainable and meaningful District to Indigenous Government relationships.	Partially Funded			X	Work on this initiative has begun and is expected to continue. This work has been operationalized and Council will continue to be involved at strategic level.
3.5 Develop and implement Memorandum of Understandings (MOUs) and/or protocols with local First Nations around shared commitments, including DEI.	Partially Funded			X	This work has been operationalized and Council will continue to be involved at strategic level.
3.6 Engage in dialogue with Indigenous Nations and communities about interests and priorities.	Partially Funded		X		Work on this initiative is underway at an operational level. More formal engagement will commence in 2025/2026 once the Indigenous Relations and Reconciliation Manager role is filled.
3.7 Support Indigenous-led projects and events through funding and in-kind contributions.	Partially Funded	X			Work on this initiative is expected to commence in 2025/2026 once the Indigenous Relations and Reconciliation Manager role is filled.
4.1 Hold an annual forum with community organizations on DEI actions and progress.	Funded			X	The ADEI Council Committee, Council and community by way of open meetings, are provided reports on DEI actions and progress.
4.2 Develop and make available a newcomer information package.					This action was a recommendation by the consultants and lies outside of the scope of services offered in the municipal context and will be removed from the work plan.
4.3 Communicate events more extensively and focus information on the interests and perspectives of diverse groups.	Funded			X	A communication plan has been completed for events to ensure activities are advertised appropriately.

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4.4 Continue to engage with community organizations on addressing diversity, equity, and inclusion in programs and services.	Partially Funded			X	As it relates to recreation and wellness programs and services.
4.5 Hold meetings with community organizations and distribute annual DEI, anti-racism, and anti-discrimination survey to understand what barriers to participation exist and what might be done to mitigate the barriers.	Partially Funded	X			This initiative has not started and may be incorporated into ADEI Committee actions in 2025.
4.6 Complete a facility review and identify changes to support DEI and a welcoming environment, such as gender-diverse washrooms and appropriate signage.	Not Funded		X		A Rick Hanson Foundation Accessibility Report was completed in October 2023 for the District's 15 buildings. Departments are actioning the suggested items with limited/non-available budgets accordingly.
4.7 Assess economic factors that impact the participation of residents in District activities and seek organizational direction about subsidized programming.					The District already offers a financial subsidy program (LIFE) that is open to all residents that meet the financial threshold. This action was a recommendation by the consultants and lies outside of the scope of services offered in the municipal context and will be removed from the work plan.
5.1 Engage with community organizations and local First Nations to receive input and feedback on progress in implementing the Strategic Report and Action Framework actions and potential gaps.	Partially Funded		X		This work has not started directly with local First Nations however community organisations are engaged through the ADEI committee and Council meeting updates.

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5.2 Implement online and in-person surveys to gather information from community members on DEI, anti-racism, and anti-discrimination, and also to measure the Framework outcomes on an annual basis.					ADEI elements have been incorporated into the Resident Survey. This action is very similar to 5.1 and 4.1. For these reasons, this action will be removed from the work plan.
5.3 Collect and evaluate data and information on racism and discrimination in specific areas within the District's mandate such as housing, recreation, K-12 schools, and culture.	Not Funded	X			Work on this is expected to commence once the Equity Office is formed.

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District Internal Focused Toolkit					
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1.1 Provide options to support where English may not be people's first language.	Not Funded	X			New online tools support with interpretation and translation. There is no additional funding tied to this initiative but leveraging volunteers to support this initiative will be considered commencing 2025.
1.2 Review descriptions for all jobs to incorporate accessible and inclusive language and Indigenous-lived experience.	Funded	X			Work on this initiative is expected to commence in 2026.
1.3 Establish a policy and system for staff to self-identify as BIPOC, Indigenous, and LGBTQ2S+ within privacy requirements.	Funded			X	A voluntary survey was created for current staff, new staff, and job applicants to self-identify their demographics and a process was put in place to store these demographics for reference and analysis.
1.4 Review screening and interview policies and practices to remove language and cultural, racial, or other barriers to recruitment.	Funded		X		Inclusive Recruitment Guidelines were created. They contain tips and tools that support hiring managers in promoting fairness, equity, and inclusion when posting jobs, screening resumes, interviewing candidates, and selecting new employees. In 2024, nine training sessions were held for 85 hiring managers. These training sessions will continue in 2025.

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					The review of screening and interview policies is expected to commence in 2025.
1.5 Encourage staff to participate in training and to use resource materials on DEI, anti-racism, and anti-discrimination (cross-cultural awareness, sensitivity, and competency).	Partially Funded		X		<p>Diverse Commemorations and Celebrations Calendar was created for 2024. Commemorations with staff included eighteen events and occurred via awareness posts, educational materials, and lunch and learn sessions. In total, nine lunch and learn sessions were held during 2024 which were attended by 425 staff members.</p> <p>In addition, work on an unconscious bias/anti-racism training is expected to commence in 2025.</p> <p>Additional curriculum development may require additional resources.</p>
1.6 Build a DEI resource and reference library for staff online.	Funded			X	An ADEI Resources page was created on e-link. It contains learning resources and tools dedicated to commemorating and celebrating our diverse Saanich community.

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1.7 Discuss implementation of the DEI Strategic Report and Action Framework during annual employee reviews and planning.	Funded		X		Managers are encouraged to discuss elements of actioning the DEI Action Framework with staff as applicable during annual performance reviews.
2.1 Increase vigilance in identifying and addressing systemic and individual racism and discrimination.	Funded		X		Through effective training, staff gain cultural awareness impacting service delivery, policy review and program design. Work is ongoing and continued.
2.2 Audit various aspects of the District's operations, including corporate planning, policy and program development, and procedures and practices with respect to employment, service delivery and contracting, as well as organizational culture to identify barriers to DEI, anti-racism, and anti-discrimination.	Not Funded	X			A DEI audit has not been initiated. A full audit would need to be conducted using contracted supports. However, programs, policy, and operations are being improved and reviewed through the initiatives as listed in this plan.

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2.3 Establish a clear diversity, anti-racism, and anti-discrimination vision statement, and implement changes to policies and procedures (including a complaints/accountability mechanism).	Funded		X		The District has developed a diversity statement and outlines its commitment directly in the strategic plan and other planning documents. New policies and procedures are viewed with an equity lens prior to implementation.
2.4 Develop language for procurement opportunities and contracting to support and reflect DEI.	Funded	X			Until Saanich completes Strategic Priority #2 Point 2, it isn't possible to estimate the work effort or provide a timing for this initiative. Procurement guidelines will be updated to consider procurement and contracting opportunities that support equitable participation.
2.5 Facilitate the appropriate collection and use of data on incidents of hate activities, racism, and discrimination in the community, and share results in a manner that advances human rights.					This is deemed outside the scope of work of Saanich operational employees, so we suggest removal of this initiative.
2.6 Establish protocols to liaise with organizations such as human rights commissions, legal clinics, and community	Funded			X	Processes are in place to work with human rights commission. Staff may access legal clinics and community advocacy groups as desired

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advocacy or counselling services that can help facilitate prevention, interventions, and remedies for staff who experience racism and discrimination.					and a comprehensive benefits program including counselling and support services are available to staff.
3.1 Encourage staff to participate in Indigenous cultural awareness training and to use related resource materials.	Funded			X	An Indigenous Relations Learning Curriculum was launched for staff and council offering a variety of educational opportunities including live classroom learning, self-paced learning, and hands-on activities in the community. The curriculum is currently underway and is expected to conclude in Spring 2025. At the end of 2024, 150 staff members have participated in this curriculum. There is a plan to reoffer some of its opportunities in late 2025/early 2026.
4.1 Develop information on the DEI Strategic Report and Action Framework, communicate with staff, and hold Q and A sessions on the Framework.	Funded		X		Work on this initiative is expected to be completed in 2025.
4.2 Review and revise external District communications material to reflect diversity,	Funded			X	In general, communications material is prepared with an antiracism and inclusivity lens. Further review of external material will be

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anti-racism, and anti-discrimination language, including brochures, information sheets, newsletters, etc.					conducted in 2025. Resource material and training will be developed with a target completion of Q4 2026. This work is supported through staff training and ongoing communications tools.
4.3 Listen to the lived experiences of racially and ethnically diverse communities and consider these experiences in District decision-making processes.	Funded			X	Presentations and lunch and learn sessions have allowed staff to gain cultural awareness and to layer this perspective in their work. The ADEI Council Committee provides ongoing review and inputs into various plans and strategies across the district to ensure lived experiences are considered upon development and implementation.
5.1 Develop and implement mechanisms for monitoring and measuring the Strategic Report and Action Framework outcomes.	Funded			X	A tracker was created to monitor and report on achievements regarding our commitments under the Accessibility Plan as well as the DEI Strategic Report and Action Framework.
5.2 Ensure accountability for its actions and create specific metrics for measuring progress toward addressing anti-racism.	Funded		X		Pay equity, training participation, and number of actions complete on this plan are a few ways we ensure measurement and accountability toward actions created. Further measures may be discussed with committees in 2025.

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5.3 Create an anti-racism team within the District to implement services, measurement, recruitment, hiring, promotion, training, and education.	Funded			X	This action is within the scope of our Human Resources team and work is ongoing.