

REDI POSITION PAPER Part 2

Amplifying Diversity and Inclusion

in the Forest Preserves of Cook County

Adopted by the Forest Preserves Board of Commissioners October 18, 2022

Amplifying Diversity and Inclusion

in the Forest Preserves of Cook County

Approved by the Conservation and Policy Council on April 22, 2022

ISSUE

The Forest Preserves of Cook County aspires to provide natural environments where all people feel welcome, safe, seen and heard. Yet throughout our country's history, open space and public lands have not been fully welcoming or accessible to people based on age, ethnic heritage, disability, gender, sexual orientation, income and other dimensions of identity. In many cases, government policies have increased and promoted access to public lands and nature for some, while systematically excluding others. Overcoming the disparities forged by these historical and ongoing factors is one of the key challenges for the Forest Preserves and other public lands agencies across the United States.

The Forest Preserves' first Racial Equity, Diversity and Inclusion (REDI) position paper, "Moving Toward Racial Equity in the Forest Preserves of Cook County," adopted by the Forest Preserves of Cook County Board of Commissioners in 2020, focused on strategies to promote racial equity throughout the Forest Preserves, with the adoption of a racial equity lens as a first step. This second REDI position paper focuses on Amplifying Diversity and Inclusion and recommends actions to build on and broaden the Forest Preserves' equity lens by working to expand that framework and approach to include additional dimensions of diversity and inclusion.

BACKGROUND & HISTORY

Violence and discrimination throughout the history of the United States have endangered and made it difficult for some to visit public open spaces and connect with nature. In addition, intentional policy decisions and exclusionary practices by government agencies across the country have significantly limited access to nature, based on income, education, race and ethnicity, sexual orientation, and disability, as documented in the National Parks and Recreation Association's 2021 report, "Equity in Parks and Recreation."

KEY TERMS:

The following terms used throughout this paper have been defined in consultation with various organizations. The Forest Preserves will continue to listen and revise terms and definitions as needed to be as respectful as possible to the communities it serves.

Access. The just and fair quantity, proximity and connections to quality green spaces and recreation amenities, as well as programming that is safe, inclusive, culturally relevant and welcoming to everyone.

Accessibility. The design, construction, development and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities.

BIPOC stands for Black, Indigenous and People of Color.

Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another, including identity markers such as race, ethnicity, gender, disability, sexual orientation, religion and more, and includes intersectional diversity.

Historically Excluded Communities.

Populations sharing a particular characteristic, as well as geographic communities, who have been and continually are systematically denied a full opportunity to participate in aspects of economic, social and civic life.

Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.

Yet a national study, “The Nature of Americans,” reveals that people in the United States deeply appreciate and value nature regardless of demographic differences of age, race and ethnicity, residential location, educational attainment, income level, and gender identity, which demonstrates that people want access to nature.

Like government agencies throughout the nation, the Forest Preserves has perpetuated a broad range of historic and systemic barriers over its more than 100-year history. These include failure to highlight the history of removal of Native Americans from their homelands, racial segregation of the Sauk Trail beach in the 1930s, an uneven investment in facilities serving different communities, honoring the history of some while not acknowledging the history of others, restricting gender identity on official documents, and providing limited accessibility of sites and programs for people with disabilities. These practices and omissions make some residents feel unseen, unsafe or unwelcome at the Forest Preserves.

During the past decade, the Forest Preserves has initiated a wide range of efforts to address and overcome many of these barriers. In 2014, the Forest Preserves adopted the Next Century Conservation Plan, which calls for an expansion of outreach and broad programming that appeals to “people of all ages, abilities, and economic and cultural backgrounds.”

Since then, the Forest Preserves has made REDI a priority and revamped the way it engages and partners with communities, including launching initiatives to better connect with residents of communities impacted by a history of racial inequity and/or historically excluded communities (See Appendix 2 for case studies). Just as it continues to invest in cultivating biological diversity, the Forest Preserves also continues to invest in initiatives that welcome and engage the diverse human population it serves.

The Forest Preserves can and should deepen and widen this work with an eye toward diversity and inclusion. A more nuanced and broader intersectional perspective of diversity should become a part of how the Forest Preserves operates. Special attention must be paid to intersecting systems of oppression which combine to create unique modes of discrimination and privilege. For example, a person of color who identifies as LGBTQ+, may experience more barriers because of the intersecting systems of oppression compared to a cisgender white person.

KEY TERMS:

Intersectionality highlights how the diverse aspects of a person’s identity combine to mean they experience overlapping modes of discrimination and privilege. Intersectionality also looks at the way systems of oppression (such as racism, sexism, homophobia and ableism) compound each other and cannot be considered separately.

Racial equity occurs when racial identity does not determine how one fares in society.

Universal Design. The design of products, environments, programs and services that make them usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

POSITION STATEMENT

The Forest Preserves of Cook County will ensure the forest preserves are welcoming, inclusive, accessible and culturally relevant for all people—regardless of race, color, disability, sexual orientation, religion, age or gender—so all county residents can reap the benefits of spending time in nature.

The Forest Preserves’ diversity and inclusion guiding principles are to:

- Disrupt inequitable systems and exclusionary practices at the Forest Preserves (both internal and external) and replace them with systems and practices of inclusion.
- Acknowledge that it is essential to invest in cultural diversity, just as the Forest Preserves invests in biodiversity, to sustain both its communities and its ecosystems.
- Co-create and promote narratives and programming with Black, Indigenous and People of Color communities, people with disabilities, LGBTQ+ people and other historically excluded groups.
- Honor the deep connection to the land of local Native American communities who stewarded this land for thousands of years and who still live and practice their heritage and traditions on this land today.
- Use intentional engagement, messaging and representation to welcome everyone to the Forest Preserves.

RECOMMENDATIONS

1 Expand the racial equity lens presented in the first position paper “Moving Towards Racial Equity” to incorporate diversity and inclusion.

View Appendix 2 for examples of how the Forest Preserves has applied the racial equity lens.

- 1.1. Apply the updated REDI lens to all future, programs, policies and investments.
- 1.2. Promote inclusion to address not only the individual aspects/elements/components of diversity but also how these aspects/elements/components intersect with one another.

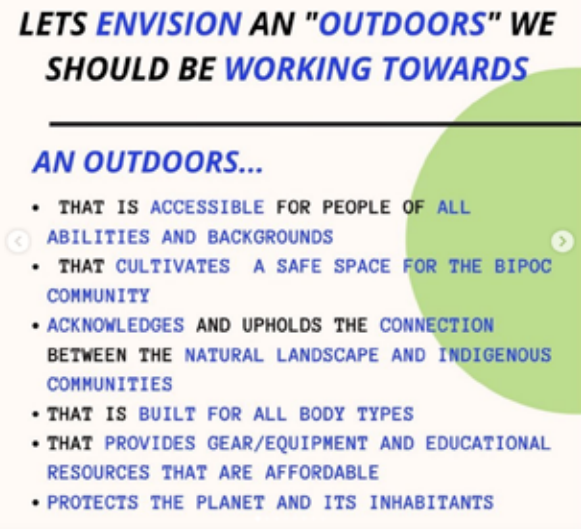


Image: This position statement is inspired by an Instagram post from Colors of Climate, led by Maria Padilla, a young Filipina environmental activist from California.

2 Continue efforts to expand outreach and engage residents and extend these strategies to engage more people who have been historically excluded.

(as outlined in Recommendation 2 in the “Moving Towards Racial Equity” Position Paper.)

- 2.1. Develop a framework that reaches and engages deeply across all primary areas of inclusion and gains the perspectives from different groups.
- 2.2. Know what the Forest Preserves can and can't deliver. Communicate clear and realistic goals and boundaries to partner organizations and the community when visualizing what the new priority could be.
- 2.3. Ensure that the Forest Preserves embeds intentional, equitable and inclusive community-engaged practices.
- 2.4. Continue building partnerships to promote and scale-up inclusion. The Forest Preserves should have an expansive view on what constitutes inclusion. For example, transportation is often a barrier for many residents of historically excluded communities who do not live near a forest preserve.
- 2.5. Create a cross-departmental community engagement database to document, share and build community input as partnerships are created and decisions are made across policies and programs.

3 Recognize the special obligation to Native Americans who have a historic and ongoing relationship with the lands within the Forest Preserves.

Native American residents of Cook County have a unique relationship with the land of Cook County and with the Forest Preserves, based on a rich history that can be traced back 10,000 years.

- 3.1. Continue the practice of co-creating with the Native American Community in programs, exhibits and ongoing interpretation to acknowledge the relationship Native American tribes share with the land and the Forest Preserves' role in shaping the histories of local Native

“How can the Forest Preserves ensure that everyone feels welcome? Declare it. Put it out there. Right now, everything is in English; nothing is intentionally talking to me. Don't just talk about ‘parties and events’ . . . talk about ‘quinceañeras.’ And say it to as many people as you can.”

Carmen Rodriguez, founder of Hate Has No Home Here, at 2018 Cultural Forum hosted by the Forest Preserves.

Americans by acquiring the land. For example, the co-creation process of the land acknowledgment statement.

- 3.2. Co-create narratives to tell a more complete and complex story of Native Americans of the land that is now Cook County—from the earliest known inhabitants, through European colonization, to the vibrant Native American community living here today.
- 3.3. Incorporate input from the many diverse Native Americans who still live and practice their heritage and traditions on these lands today. Explore options to consider, such as designating a staff liaison and/or including Native American representatives in Forest Preserves committees and/or the advisory council.

4 Learn from the Universal Design, disability rights and disability justice communities to improve access to the preserves for individuals with disabilities and others.

- 4.1. Strive to design programs, trails and facilities so that forest preserves can be accessed, understood and used to the greatest extent possible by all visitors and residents.
- 4.2. Launch and implement a language access policy to ensure all residents—regardless of native language, disability or ability—can access Forest Preserves programs and services.
- 4.3. Figure out mechanisms to provide access, gear, equipment or other needed resources that enable people of all abilities, disabilities, body types and backgrounds to connect to nature at the Forest Preserves.

5 Build a workforce that reflects the diversity of Cook County.

This expands upon Recommendation 4 from the “Moving Towards Racial Equity” Position Paper.” People feel more welcome if they see staff who look like them, and diverse, equitable, inclusive and accessible workplaces yield higher performance. To achieve these benefits, the Forest Preserves will strive to promote a diverse workforce across all departments and all ranks.

- 5.1. Build upon current initiatives to recruit, retain and promote a diverse workforce. Review best practices such as those outlined in President Biden’s “Executive Order on Diversity, Equity, Inclusion and Accessibility in the Federal Workforce” and incorporate strategies most relevant to the Forest Preserves.
- 5.2. Collaborate with partners to facilitate recruitment of individuals from historically excluded communities.
- 5.3. Support the Forest Preserves’ REDI Committee efforts that include providing professional development and supporting changes to the Human Resource Department processes.
- 5.4. Provide an annual report on staff diversity to the Conservation and Policy Council and to the Board; post the information on the Forest Preserves’ website and solicit feedback.

6 Shape and sustain an inclusive organizational culture and the systems required to accomplish all REDI goals.

- 6.1. Utilize ongoing training and staff performance evaluations to ensure a full embrace of diversity and inclusion by all Forest Preserves’ staff.
- 6.2. Clearly communicate and educate Forest Preserves’ values and priorities to employees, volunteers and visitors.
- 6.3. Create a REDI strategic plan for racial, equity, diversity and inclusion within the Forest Preserves that incorporates additional staff support for REDI initiatives and establishes baselines and mileposts to measure progress for REDI initiatives.

Position Paper

“Amplifying Diversity and Inclusion” is a continuation of the racial equity, diversity and inclusion work and recommendations of the “Moving Toward Racial Equity in the Forest Preserves of Cook County,” Position Paper, adopted by the Forest Preserves Board of Commissioners and the Conservation and Policy Council of the Forest Preserves of Cook County in 2020. Forest Preserves position papers outline a set of principles and recommendations about key issues that face the Forest Preserves today and in the foreseeable future. The intention of these papers is to set clear guidelines for the actions and direction of the Forest Preserves staff, its Board of Commissioners, and its partners and supporters.

Earlier Advisory Committees provided published reports in 1929, 1952 and 1959 to guide land acquisition, development plans, protection, operation and public use of lands, and finance methods. These early advisory reports provide an important foundation to build on. The 1959 Advisory Committee, for example, wrote, “The Board has kept in mind the fact that the great holdings of the Preserves are the property of all the residents of Cook County and has refused to dissipate them for community, municipal or other purposes not in the interest of the general public,” and that it takes “vigilance, effort and courage” to sustain and enforce these policies with firmness and resolution. These position papers continue an important legacy of civic leadership in guiding the Forest Preserves.

DIVERSITY & INCLUSION COMMITTEE

The Council thanks the following for their assistance developing this paper: *Policy Council members and Position Paper Co-chairs Emily Harris and Shelley Spencer, Norman White from the Chicago Commission on Human Relations, Professor Kathleen Yang-Clayton from the University of Illinois at Chicago-Public Administration, and Forest Preserves staff: Eileen Figel, Raquel Garcia-Alvarez, Amanda Grant (REDI Committee co-chair), Arthur Mathews, Michael Murnane, Maritza Rocha and Tenia Walker.*

APPENDICES

Amplifying Diversity and Inclusion

in the Forest Preserves of Cook County

Amplifying Diversity and Inclusion Appendices

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Appendix 1:

Stakeholder Roundtable Participants

Special thanks to the following individuals for sharing their expertise and experience. Their insight was critical to developing this position paper.

Aaron Siebert-Llera
Morton Arboretum

Alice Brandon
*Forest Preserves of Cook County
and Volunteer Site Steward*

Angela Lecia Walden
University of Illinois at Chicago

April Ryan
*Americans with Disabilities
Act (ADA) Advisory Council*

Beatriz Cañas
Chicago Botanic Garden

Brenda Rivera
Miami University

Cheryl Johnson
People for Community Recovery

Chloe Gurin-Sands
Metropolitan Planning Council

Corryn Antonizio
*Americans with Disabilities Act (ADA)
Advisory Council*

Dan Tun
Dare2Tri

Dave Hansen
*Americans with Disabilities Act (ADA)
Advisory Council*

Denise Barreto
Office of the President Cook County

Diana Helt
*Americans with Disabilities Act (ADA)
Advisory Council*

Dorothea DiGuido
*Americans with Disabilities Act (ADA)
Advisory Council*

Forrest Cortez
*The Nature Conservancy and Out in
Nature*

Gary Arnold
*Americans with Disabilities Act (ADA)
Advisory Council*

Greg Zbrzezny
*Americans with Disabilities Act (ADA)
Advisory Council*

Iggy Ladden
Chicago Therapy Collective

Jackie Bero
McHenry County Conservation District
Jeanette Louis
Forest Preserves of Cook County

Jeremy Hoston
LGBT Chamber of Commerce of Illinois

Joanne So Young Dill
*Metropolitan Water Reclamation
District*

Keith Wallace
*Americans with Disabilities Act (ADA)
Advisory Council*

Keri Serota
Dare2Tri

Khawla Hammad
Chicago Muslims Green Team

Kim Ruffin
Roosevelt University and Outdoor Afro

Larry Labiak
Chicago Park District

Lorena Lopez
Field Museum

Melodi Serna
American Indian Center

Nathaniel Garcia
Friends of the Forest Preserves

Rob Castaneda
Beyond the Ball

Sandi Brown
Chicago Department of Public Health

Sydney Armstead
Friends of the Forest Preserves

Tol Foster
University of Illinois at Chicago

Tonyisha Harris
Illinois Environmental Council

Tracy Bishop
Forest Preserves of Cook County

Vincent Gomez
Chicago Botanic Garden

Yochai Eisenberg
*Americans with Disabilities Act (ADA)
Advisory Council*

Appendix 2:

Expanded REDI Lens

The two position papers, *Moving Towards Racial Equity* and *Amplifying Diversity and Inclusion*, call upon the Forest Preserves to apply a racial equity lens to all future plans, programs, policies and investments as follows by asking ourselves the following questions:

- Does it expand access to protected nature for an impacted or marginalized community? If so, how can we prioritize this work?
- Does it burden an impacted or marginalized community? If so, how can we mitigate or remove the burden?
- Will the proposal contribute to a cycle of disinvestment? If so, how can we reverse that cycle?
- How have we meaningfully reached out to people of color, people with disabilities, the LGBTQ+ community and others who have been marginalized to seek input (both broadly and for specific proposals)? How are we using that input to shape plans and inform decisions?
- Does the proposal integrate a Universal Design approach ensuring that, to the extent feasible, plans, improvements and programs are usable by all people without the need for adaptation or specialized design?



Image: 2.1, Youth Outdoor Ambassadors admire a native Illinois snake.

Appendix 3:

Case Studies

The following case studies highlight ongoing efforts of the Forest Preserves of Cook County and its partners to promote equity, diversity and inclusion via accessibility, culturally relevant programming and inclusive place-making.

3.1. ACCESSIBILITY

The Forest Preserves is launching regular events for people with disabilities to build confidence in requesting such services from the Forest Preserves. To help individuals with disabilities access and enjoy nature, the Forest Preserves of Cook County has an ongoing initiative to add more accessible amenities.

Today the Forest Preserves offers:

- More than 60 accessible picnic shelters
- Accessible campsite options at all five campgrounds
- 8 accessible fishing areas
- 2 accessible canoe landings & boat launches

The complete list of accessible locations and amenities with specific information for each, such as the exact distance between a picnic shelter and the accessible restroom at the site, can be found on the updated Accessibility page on the Forest Preserves' website. The page was updated in 2021 to provide visitors with one location with Forest Preserves accessibility policies, ADA notice and grievance procedure, as well as to make it easier to find all accessible amenities.

Accessible Events

In the summer of 2021, the Forest Preserves partnered with Adaptive Adventures and Lincolnway Special Recreation Association for the first ever "Camping Without Limits" event, where people with disabilities and their families could experience camping, fishing, kayaking and hand cycling at Camp Bullfrog. The free event attracted 100 participants; most had never partaken in any of the offered activities.

In November 2021, the Forest Preserves launched a pilot program that proactively provided American Sign Language interpreters to people with hearing disabilities at an annual event at Caldwell Woods that included a bonfire, s'mores, songs, astronomy, night hikes, bat sonar activity and stargazing.

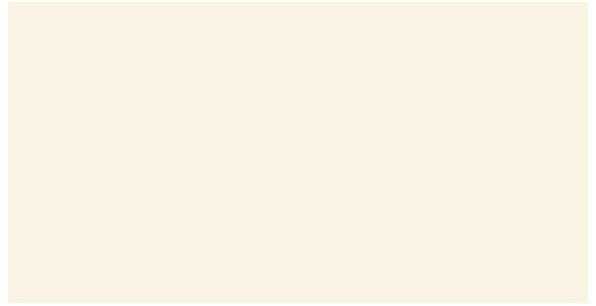
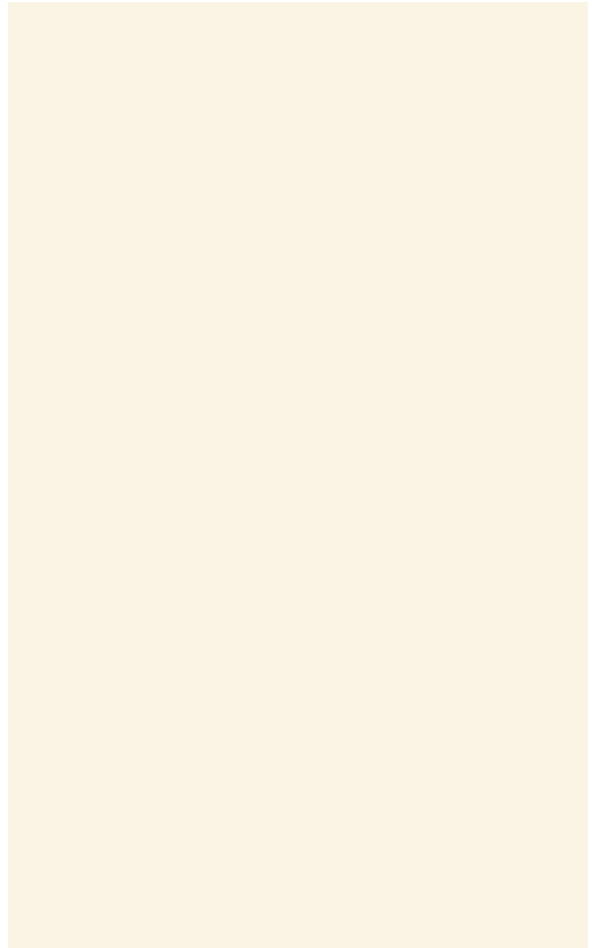


Image: 3.1, Adults with developmental disabilities deliver nature programming at River Trail Nature Center.



River Trail Nature Center has piloted a volunteer program with local disabilities partners where adults with developmental disabilities deliver nature programming to school groups and other visitors. In 2021, the Wildlife Connections Ambassador Program received a Removing Barriers Initiative Award from the National Association of County Park and Recreation Officials.

3.2. CULTURALLY RELEVANT PROGRAMMING

The Forest Preserves is committed to increasing culturally relevant programming and creating new programming initiatives that weave culture and nature together to welcome and reflect the diversity of Cook County residents. Below is a small snapshot of the many programs that are offered:

- **REDress Project.** In conjunction with the 2021 National Day of Awareness for Missing and Murdered Indigenous Women and Girls, the River Trail Nature Center partnered with the American Indian Health Service of Chicago, American Indian Center-Chicago, St. Kateri Center, and the Trickster Cultural Center to present the REDress Project, which highlights the epidemic of violence against Indigenous women. Based on artist Jaime Black's ongoing art series, each dress symbolizes an Indigenous woman who has been murdered or is missing, representing just a portion of thousands of people.
- **Forest Therapy Audio-Guided Walk.** The Forest Preserves partnered with Professor Kimberly Ruffin (Roosevelt University), a trained nature and forest therapy guide, to create an audio-guided walk, written with a REDI lens to help residents slow down, relax and enjoy the sensory delights of the natural world in a local forest preserve, or any other outdoor place. The easy-paced, sensory-focused walk is informed by the Japanese outdoor wellness practice often called "forest therapy" or "forest bathing," which is a translation of the Japanese phrase "shinrin-yoku." To celebrate the rich, local linguistic diversity of those who care about and for the preserves, the original recording included expressions of gratitude in several languages. Since November 2020, the self-guided audio nature walk, entitled "Belonging," has been listened to more than 3,500 times on YouTube.

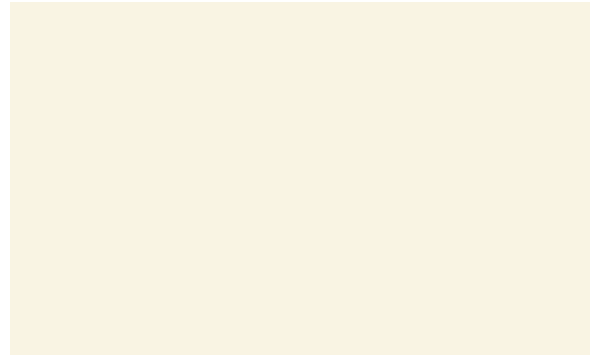
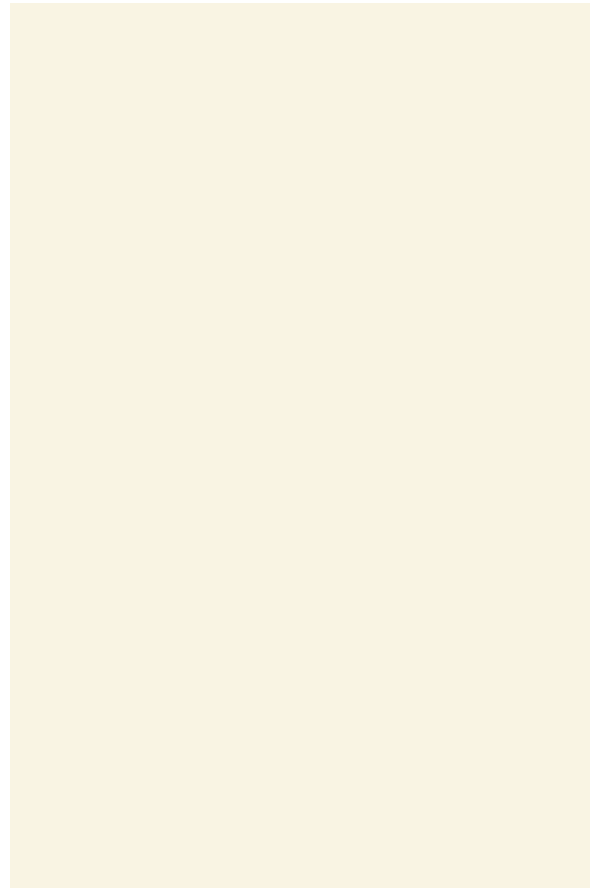


Image: 3.2, REDress event on National Day of Awareness for Missing and Murdered Indigenous Women and Girls.



- **Pride in the Preserves.** In 2019, the Forest Preserves partnered with the Northwest Side Coalition Against Racism & Hate to welcome 100 participants to Caldwell Woods to celebrate Pride month and commemorate the 50th anniversary of the Stonewall Riots.
- **Cultural Ceremonies.** Xochitl-Quetzal Aztec Dance (XQAD) is a dance group that bases their mission in preserving and promoting Mexican cultural heritage and tradition through the dance of the Concheros, who bridge faith and the Indigenous traditions of ancient Mexico, offering outdoor sacred ceremonies and rituals in nature and under the night sky. In 2020 Little Red Schoolhouse Nature Center hosted XQAD's and the African American Drummers Group for an annual cultural ceremony. Songs and dances expressed included the White Eagle Dance (Iztac Cuauhtli), Blue Hummingbird Dance (Huitzilopochtli), the Butterfly Dance (Papalotl) and Seeds Dance (Ayoyotes).



Image: 3.2, Pride in the Preserves event.



Image: 3.2, Partnership with University of Illinois Extension, 4-H Juntos. Celebrating the school year with piñatas at a Forest Preserves stewardship day.

3.3 INCLUSIVE PLACE-MAKING

The Forest Preserves is striving to strengthen the connection between people and the places they share.

Land Acknowledgment Statement

The Forest Preserves seeks input and co-creates narratives to tell the stories of Native American connections to the preserves. The Forest Preserves Land Acknowledgment Statement was created in consultation with the American Indian Center of Chicago and read for the first time on Indigenous Peoples' Day in 2019 to celebrate the creation of the Serpent Twin Mound (Pokto Činto) at Schiller Woods.

In October 2021, the Forest Preserves updated the Land Acknowledgment based on feedback from a member of the Miami Tribe of Oklahoma. This update helped clarify that we are on the lands of all the tribes mentioned in the acknowledgment. The Land

Acknowledgment serves two main purposes: To acknowledge that we are on Native American land; and to commit the Forest Preserves to developing and growing partnerships with the Native American communities that live on this land today.



Image: 3.2, Opening welcome at a Native American event at River Trail Nature Center.

Equity, Cultural Sensitivity, and Inclusion (ECSI) Task Force

In partnership with Loyola University’s Public History Program, the Forest Preserves is reviewing approximately 284 site names to determine whether each name commemorates an event or an individual whose actions perpetuated inequalities or supported the marginalization of people based on their race, ethnicity, gender or ability, or if the commemoration may be considered inappropriate or offensive for any other reasons. The taskforce, which includes Forest Preserve staff and partners, will develop recommendations for more inclusive naming to reflect the rich cultural and natural history of the region.

3.4 TRAININGS

The Forest Preserves is committed to active learning and transformation among its staff. Staff training plays a key role in pursuing our goals related to equity, diversity and inclusion. We are also committed to sharing lessons learned with other organizations as we strive to create a more equitable Forest Preserves and will continue to align efforts with other groups like Chicago Wilderness.

Opportunities offered in partnership with Chicago Wilderness' Racial Equity Series include:

History of Conservation-McHenry County Conservation District hosted Tom Talk’s a "History of Conservation" in partnership with the Forest Preserves. The talk explored how we can better understand the history of our relationship to nature and its conservation by listening to those who lived and shaped that relationship: Presidents, poets, historians, writers, scientists and leaders of the movement, both the iconic voices and the marginalized.

Planting Seeds, Growing Racial Equity Presentation-

Forest Preserves staff discussed and shared what the Forest Preserves is doing to make the outdoors more inclusive. The program explored systemic racism, how equity benefits everyone, and how we can transition from deficit-based thinking to asset-based thinking.

Land Acknowledgment: Action and Intention Training-

Staff shared the Forest Preserves journey in co-creating our Land Acknowledgment, then moderated a discussion with other Native American panelists to share their experience from the Field Museum, Chicago Public Schools American Indian Education Program and Indian Community School.

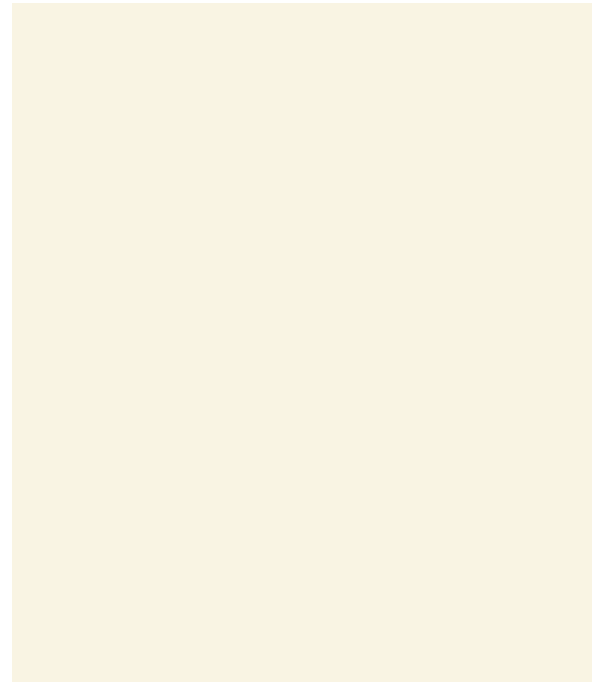
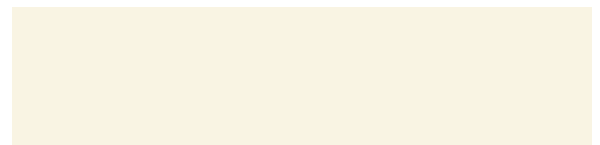


Image: 3.4, REDI team members meeting.



Image: 3.4, Forest Preserves staff attended a training about Native American culture at Trickster Museum.



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Planting Seeds, Growing Racial Equity Presentation-Forest Preserves staff discussed and shared what the Forest Preserves is doing to make the outdoors more inclusive. The program explored systemic racism, how equity benefits everyone, and how we can transition from deficit-based thinking to asset-based thinking.

Land Acknowledgment-Action and Intention Training Staff shared the Forest Preserves journey in co-creating our Land Acknowledgment, then moderated a discussion with other Native American panelists to share their experience from the Field Museum, Chicago Public Schools American Indian Education Program and Indian Community School.

Appendix 4:

Diversity & Inclusion Resources

Constraints to Outdoor Recreation among Ethnic and Racial Groups. David Scott Sergio L. Herrera Kindal S. Hunt, USDA Forest Service. Proceedings of the Fourth Social Aspects and Recreation Research Symposium; 2004 February 4–6; San Francisco, California. San Francisco State University. 17-20.

tinyurl.com/usda-tree-search

Corporate Equality Index 2014. Rating American Workplaces on Lesbian, Gay, Bisexual and Transgender Equality. Human Rights Campaign Foundation. 2014.

tinyurl.com/corporate-equality-2014

Diversity challenge: There is growing evidence that embracing diversity—in all its senses—is key to doing good science. But there is still work to be done to ensure that inclusivity is the default, not the exception. 16 September 2014. Diversity challenge. Nature 513, 279 (2014).

nature.com/articles/513279a

Diversity in mind: Towards a differentiated understanding of migrants' recreational practices in urban forests. Urban Forestry & Urban Greening, 13(1), 38-47. Jay, M., Schraml, U., (2014).

tinyurl.com/diversityinmind2014

Environmental Justice: Racial and Ethnic Differences in Connectedness to Nature and Landscape Preferences Among College Students. Taylor, Dorceta E., June 2018.

tinyurl.com/racialethics2018

Equity in Parks and Recreation-A Historical Perspective. May 1, 2020. The National Recreation and Parks Association.

tinyurl.com/equityinparks-nrpa

Ethnicity and Urban Park Use: A Cross-Cultural Examination of Recreation Characteristics Among Six Population Subgroups. In: Proceedings of the Fourth Social Aspects and Recreation Research Symposium; Sasidharan, Vinod. 2004 February 4–6; San Francisco, California. San Francisco State University. 10–16.

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Executive Order on Advancing Diversity, Equity, Inclusion and Accessibility in the Federal Workforce (2021).

tinyurl.com/executive-order-diversity-2021

How to Make Your Outdoor Content Accessible for People with Disabilities. Disabled Hikers Building Disability Community and Justice in the Outdoors. Nagakyrie, Syren. July 6, 2020.

tinyurl.com/disabled-hikers

Muslims and ecology: fostering Islamic environmental ethics. Saniotis, Arthur. (2012). Contemporary Islam. 6. 10.1007/s11562-011-0173-8.

tinyurl.com/muslims-ecology

Open to All A disability inclusion guide for land trusts. 2021. Land Trust Alliance. ISBN: 978-0-943915-61-6 Authors: Chrissy Beardsley Allen, Peter Doehring, Bonnie Lewkowicz, Karena Mahung, MaryKay O'Donnell and Amelia O'Hare.

tinyurl.com/open-to-all-2021

Outdoor Recreation Among Asian Americans: A Case Study of San Francisco Bay Area Residents. Patricia L. Winter Woo C. Jeong Geoffrey C. Godbey (Chinese, Japanese, Korean, and Filipino) Kellert, Dr. Stephen R., Case, David J., Escher, Dr. Daniel, Mikels-Carrasco, Dr. Jessica, Seng, Phil T., Witter, Dr. Daniel J. 2016. Journal of Park and Recreation Administration 22 (3): 114-136.

tinyurl.com/usda-tree-search-3

The Nature of Americans. April 2017. Dr. Stephen R. Kellert Yale University David J. Case, Dr. Daniel Escher, Dr. Daniel J. Witter, Dr. Jessica Mikels-Carrasco, and Phil T. Seng DJ Case & Associates.

tinyurl.com/nature-americans-2017

Tribal Equity Toolkit 2.0: Tribal Resolutions and Codes to Support Two Spirit & LGBT Justice in Indian Country, A collaboration of the Native American Program of Legal Aid Services of Oregon, the Indigenous ways of Knowing Program at Lewis & Clark College, Basic Rights Oregon, and the Western States Center; November 21, 2013.

tinyurl.com/tribal-equity-lgbt-2013

Untapped Common Ground: The Care of Forested Natural Areas in American Cities. 2019. 46pp. Published by: Natural Areas Conservancy. Pregitzer, C.C., Charlop-Powers, S., McCabe, C., Hiple, A., Gunther, B., Bradford, M.A.

tinyurl.com/untapped-common-ground
