

Corporate Equity Lens Next Steps Workshop

COMMITTEE OF THE WHOLE

OCTOBER 17, 2019



COTW Agenda Context

Service Improvement and Performance
Measurement Function

Financial Plan 2020

Corporate Equity – Next Steps Workshop

Council Workshop: Crystal Pool &
Wellness Centre Replacement Project



Corporate Equity – Next Steps Workshop

Council Direction

That Victoria City Council direct staff to develop a plan to revisit the objectives, scope and schedule of activities for the Crystal Pool project that aligns with the new Strategic Plan, including application of the evaluative tools described in section i, ii, iii, iv below, for Council consideration:

- i. Ensure no net loss of green space in the neighbouring area.*
- ii. Apply an equity lens to siting, design, amenity selection, engagement, procurement, and evaluation, to inform decisions about and investment in community*
- iii. Apply an affordability lens to assess total cost of ownership, siting, amenity selection, operating costs, costs to taxpayers and users*
- iv. Invite potential partners and neighbourhood representatives to collaborate to align and help achieve these equity, accessibility and affordability objectives*
- v. Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement***
- vi. Report back to Council on potential locations in the North Park and Hillside / Quadra neighbourhoods.*

Motion Arising:

That Council direct the City Manager to imbed these 4 principles ii, iii, iv, v for the city's emerging equity policies.



Corporate Equity – Next Steps Workshop

Workshop Format

Part 1 – Council Direction (Staff)

- Context
- Definitions
- Alignment

Part 2 – Moving Toward Equity (Licker GeoSpatial)

- Equity Concepts
- Approaches
- Case Studies

Part 3 – Considerations for Victoria (All)



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Workshop Outcomes

To get Council Direction on:

- ☐ What is essential to Council as we begin to define equity in corporate policy?
- ☐ What are the priorities for implementation?
- ☐ What must be included in this initiative?



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Equality – Equity – Social Justice



In the first image, it is assumed that everyone will benefit from the same supports.

They are being treated equally.



In the second image, they are given different supports to make it possible for them to have equal access to the game.

They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed.

The systemic barrier has been removed.

City of Ottawa 2015



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2019-2022 Strategic Plan Alignment

Declaration of Principles and Values Statement

"Welcoming diversity and fostering a spirit of inclusion and equity in everything we do".

Strategic Actions Related to Equity

- Accessibility
- Transgender
- Seniors
- Children
- Mental Health
- Welcoming Immigrants and Refugees
- Renters
- Low Income
- World Health Organization Social Determinants of Health

New Task Forces, Advisory Committees, Working Groups

- Community Wellness
- Welcoming Strategy Task Force
- LGBTQi2S Task Force
- Renter's Advisory Committee
- Accessibility Working Group



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Council Direction

Training and Professional Development

- Reconciliation and accessibility training introduced in 2019
- Planning underway for transgender, non-binary and Two- Spirit inclusion
- Expansion of staff training and professional development on equity, diversity and inclusion to be undertaken in 2020

Hiring Practices

- Governed by labour laws and collective agreements
- Baseline demographic data to be collected as part of a new Employee Survey



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Council Direction

Social Procurement

- Coastal Communities Social Procurement Initiative (CCSPI) coordination - Victoria is one of several members participating
- Workshop with Council later this year
- Staff have attended training and in the process of identifying a pilot project to start in early 2020

Engagement

- Framework adopted in 2017 with a focus on inclusion
- Upcoming engagement summit is opportunity to further work to strength the framework with specific input from equity seeking groups
- Staff training and development of toolkit for implementation is also required



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Discussion

Reflecting on the Motion below, are there any comments or direction on the specific areas before a larger framework and approach discussion?

Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement



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Official Community Plan

Premised on sustainability – with an emphasis on equity values:

- Focused on longer term '**intergenerational**' equity (future generations/sustainability)
- Focused on '**choice**' and **equality of access** (to housing, transportation, amenities, good jobs close to home, etc. and other quality of life factors)
- Focused on **City-wide** objectives and outcomes -**implies change** in established neighbourhoods
- **A wide range of other Citywide policies and initiatives support and advance broader OCP equity goals**



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Local Area Planning & Engagement – Lessons Learned

- Public **participation not representative** of City demographics
- Addressing **equity requires change** - people tend to organize 'against' more than 'for'
- Equity seeking populations may not have the same **resources and capacity to participate** in engagement processes
- Equity lens important in considering diverse public viewpoints **together with OCP and Strategic Council objectives**
- Neighbourhood planning has challenges in achieving City-wide OCP/equity objectives



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Moving Toward Equity

Equity Concepts
Approaches
Case Studies
Considerations for Victoria

October 17, 2019

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Equity Lens

An Equity and Inclusion Lens is like a pair of glasses. It helps you see things from a **new perspective**. It helps you be more effective in your everyday work by getting a clearer focus and more complete view. This way, you can contribute to the **full inclusion** and **participation** of all residents and employees so that everyone can benefit from a vibrant city.



City of Ottawa Equity and Inclusion Lens 2015

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Equity Seeking & Vulnerable Populations

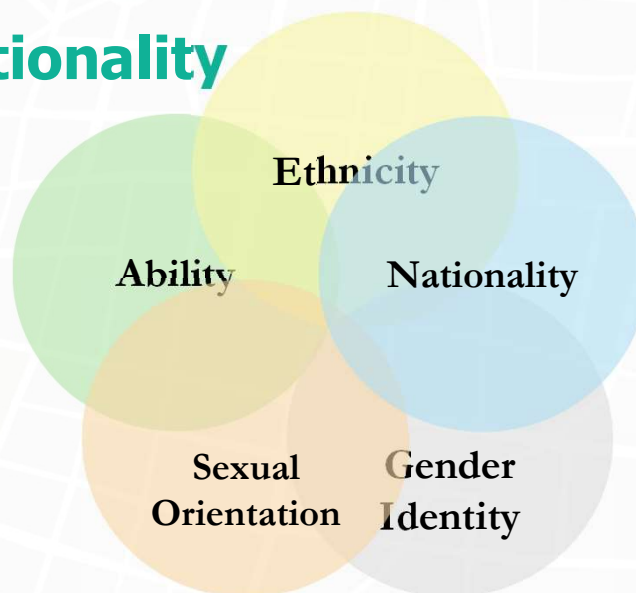
Equity seeking groups may include (but are not limited to):

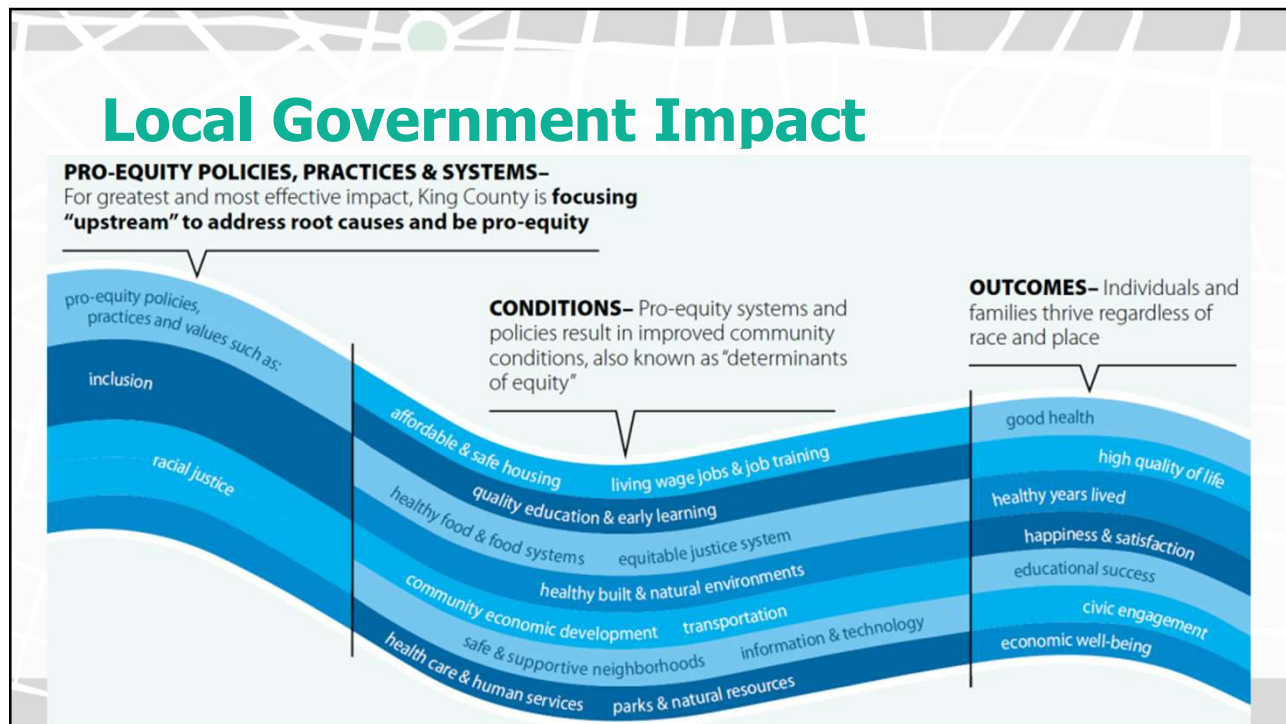
- Persons with Disabilities
- Racialized groups
- LGBTQI2S+ communities
- Immigrants and Refugees
- Persons with low income
- Youth
- Seniors
- Persons living with mental illness

Equity-seeking groups are often **missing** from the data and the data does not elevate their **knowledge or voice**.

- These communities are not **meaningfully represented** in planning processes.
- These are the populations that are at risk of **exclusion from engagement** in the planning process
- These groups may not have the **capacity** to engage in community conversations.

Intersectionality





Approaches to Embedding Equity

Tool	Who	What	Notes
Equity and Inclusion Lens Handbook	City of Ottawa	Handbook	Comprehensive guidelines for the application of a corporate equity lens
Equity Initiative Zones	City of Vancouver	Framework	Allows for the prioritization of investments to promote equity
Equity Index	City of Tacoma	Tool	Tool to ensure data-informed decision-making that will improve access to opportunity for residents.
Project-specific Equity Review Process	King County	Checklist	Process that merges empirical data and community engagement findings to inform planning, decision-making and implementation of actions which affect equity
Equity Lens Tool for Budgets	City of Toronto	Framework	Progressive use of equity analysis for corporate budgeting purposes
Disaggregated Data	City of Toronto	Tool	Policies and guidelines that can be operationalized to build equity promoting information

Ottawa: Equity & Inclusion Lens



- 2002 - the City of Ottawa's **Equity and Diversity Policy** was approved by City Council.
- 2010 - The Equity and Inclusion Lens was a tool that was developed by an emerging coalition of **eleven diverse local communities**, in partnership with the **City of Ottawa** and the **City for All Women Initiative (CAWI)**

Ottawa: Equity & Inclusion Lens Handbook

Benefits

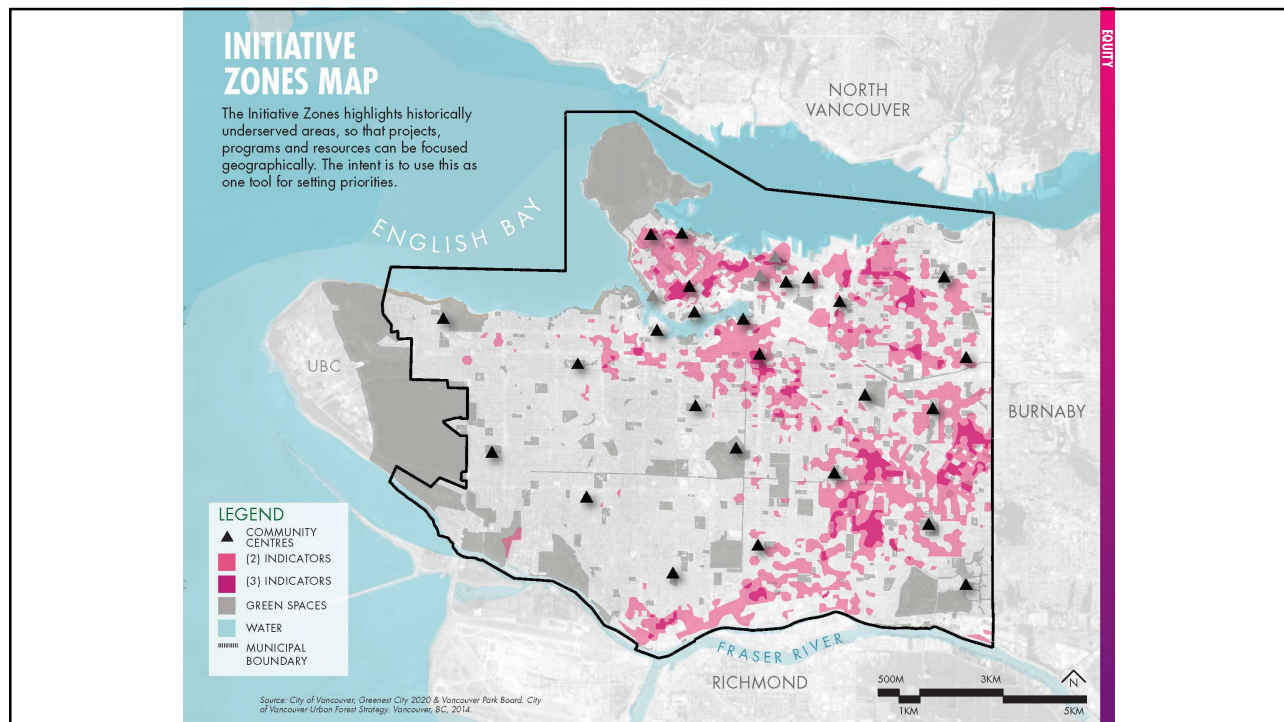
- **Better solutions** through diverse perspectives
- Positive steps to **remove systemic barriers and promote inclusion**
- Creates more positive and **respectful work environment**
- Highly functional, **effective for strategic planning**

Requirements or Consideration

- Long-term solution based on cooperative input of **11 community movements** and a one highly invested non-profit
- Occasionally **contentious process** to develop perspectives amongst community groups
- Overarching **Equality Framework still not adopted** by the City of Ottawa

Vancouver: VanPlay Equity Inclusion Zones

- Vancouver Parks Board Master Plan committed to **advancing equity through parks and recreation.**
- Initiative Zones identify areas in need of additional resources, based on **low recreational access, urban forest canopy, and park provision.**
- Initiative Zones **mapping tool** highlights **areas in need of resources** so that projects, programs and resources can be **prioritized.**



Vancouver: VanPlay Equity Inclusion Zones

Benefits

- Elegantly addresses equity considerations using proxy data
- Useful for capital planning
- City-wide approach to local issues

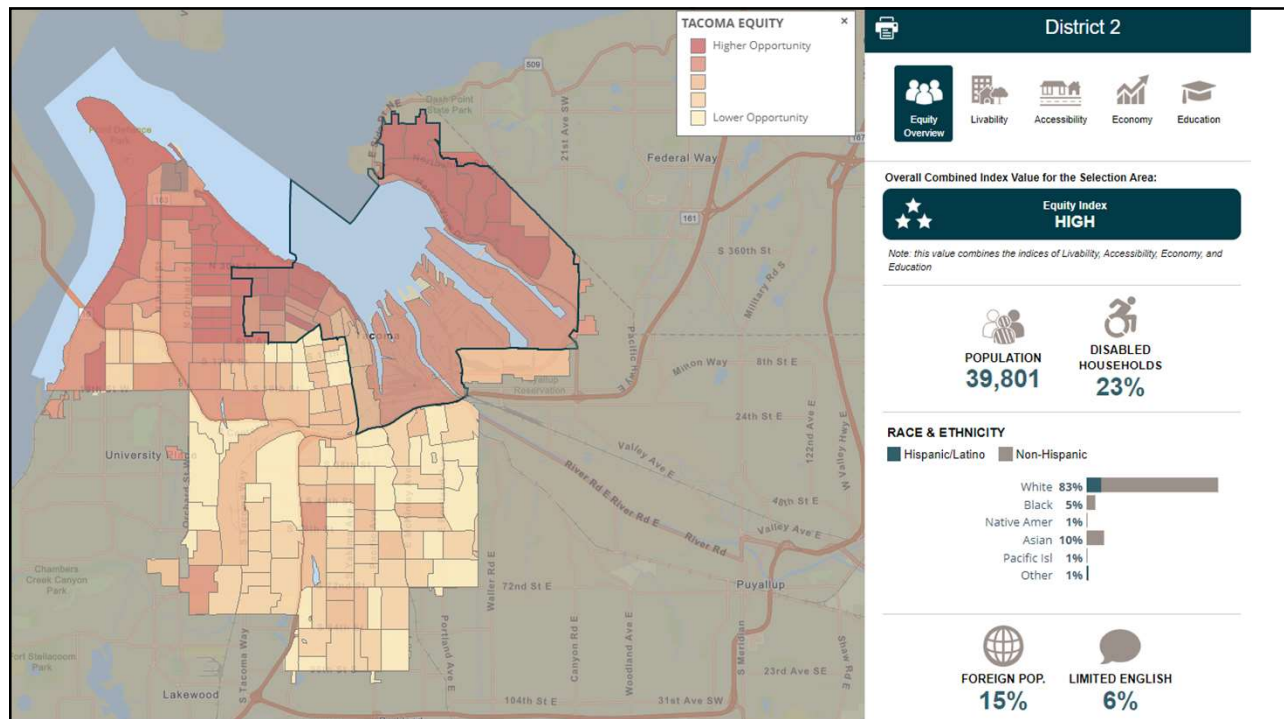
Requirements or Considerations

- Project-funded and **Parks-focused**
- Short-term solution, long term framework is still required
- **Critical proxy data** may not be available in other jurisdictions

Tacoma: Equity Index



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Tacoma: Equity Index

Benefits

- Peer reviewed
- Promotes equitable service delivery to all residents and visitors
- Aligned with and informed by the 2025 Tacoma Strategic Plan

Requirements or Considerations

- **Data-heavy** framework requires disaggregated data
- Universalist
- Not yet integrated into a comprehensive equity analysis toolkit

King County: Equity Impact Review

EQUITY IMPACT REVIEW PROCESS



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Phase 4: Implement. Are you staying connected with communities and employees?

- ☐ Based on earlier use of Community Engagement Guide, communicate with communities, stakeholders and employees about how you will implement your action.
- ☐ Engage with affected communities and employees to guide successful implementation.
- ☐ Advance "pro-equity" opportunities when possible, i.e. [contracting](#), hiring and promotion, materials sourcing, etc.
- ☐ Measure and evaluate your intended outcomes in collaboration with affected communities. Are there sufficient monitoring and accountability systems to identify unintended consequences? How will course corrections be handled if unintended consequences are identified?

Phase 5: Ongoing Learning. Listen, adjust, and co-learn with communities and employees.

- ☐ Evaluate whether your action appropriately responds to community priorities and concerns.
- ☐ Learn with the community to adjust your action as their priorities and concerns shift.
- ☐ Communicate progress to all stakeholders. Plan to include community feedback into future planning.

King County: Equity Impact Review Process

Benefits

- Iteratively tested and improved
- Nationally adopted
- Comprehensive
- Aligns with Project Lifecycles
- Multiple applications for both operations and planning

Requirements or Considerations

- Tailored for policy makers and researchers
- Requires disaggregated data
- Rooted in critical race theory

Toronto: Equity Lens For Budgeting

- As of 2018, All City Programs and Agencies are required to apply an **equity impact analysis** to budget change proposals in the staff recommended operating budget
- Each budget proposal requires a staff-prepared equity impact statement that:
 - Indicates broadly the **direction** and **intensity** of equity impact
 - Identifies the **affected equity-seeking groups**; and
 - Describes how the proposal **decreases** or **increases barriers to equity**

Toronto: Application of an Equity Lens

Benefits

- Provides insight into the equity impact of budget decisions
- Unpacks barriers and needs of equity-seeking groups to be considered
- Reveals both negative and positive equity impacts (intended or unintended)
- Supports the development of mitigation strategies

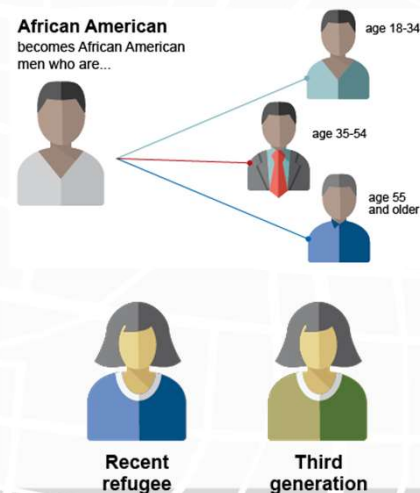
Requirements or Considerations

- Well-supported by engagement and long history of pro-equity policies at the City
- Quality of analysis was **not consistent** across all City Programs and Agencies
- City staff require **additional training** and support.
- Limited use and availability of **disaggregated data** undermines the rigor and accuracy of the equity impact assessments

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Toronto: Disaggregated Data Strategy

- Examines **smaller units of data** within a larger, aggregated data set.
- Can help answer questions about **who** is using and benefitting from City services and programs and can **inform needs assessments** of priority equity seeking groups and Indigenous peoples.



Toronto: Disaggregated Data Strategy

Benefits

- Reveals patterns that might be masked within the data for the overall population.
- Can be used to effectively target resources at populations that need them most.
- Supports equity analysis
- Supports measurement of equity goals, and supports the development of Key Performance Indicators for equity

Limitations

- Demographic identities can be a sensitive topic and subject to privacy concerns
- Requires use of tools such as an equity lens to identify how data should be disaggregated for a specific service or policy.
- Requires the development of privacy impact analyses and de-identification guidelines

Lessons Learned

Jurisdiction	Tool	Scope	Implementation timeline	Resources	Critical Factors
Ottawa	Equity and Inclusion Lens Handbook	Municipal Operations	3 years		Strong non-profit leadership, federal funding
Vancouver	Equity Initiative Zones	Project-based Capital Planning	3 year process, 1 year active development	Project-Based approx. 2 FTE	Catalyst municipal project
Tacoma	Equity Index	Decision Support (Operations)	6 Months	OEHR: 10 FTE	Equity efforts mutually reinforce strategic plan
King County	Project-specific Equity Review Process	Operations and Planning	2 year process – updated with each strat plan	OEHR: 10 FTE + Inter Branch Team	Long well funded history of pro-equity policies
Toronto	Equity Lens Tool for Budgets	Capital Planning	4-year progressive process	40 Involved Staff	Phased roll-out and progressive improvement
Toronto	Disaggregated Data	Operations and Planning	2-year process	40 Involved Staff	Known requirement to progress pro-equity agendas

Common Challenges

- Limited community **capacity and resources**
- Lack of awareness of **diverse norms and customs**
- Lack of community engagement, awareness, and **participation**
- **Cost, resources**, and other fiscal considerations
- Improperly collected **data**
- Variability in **implementation**
- Potential **displacement effects**

Key Takeaways

- ❑ Equity is an important goal and significant undertaking for Council
- ❑ Other experiences can be used to enlighten Victoria's process
- ❑ There are significant funding, budget and timeline considerations
- ❑ In order to be successful, Council needs to be pragmatic with priorities and starting points



Discussion

- ☐ What is essential to Council as we begin to define equity in corporate policy?
- ☐ What are the priorities for implementation?
- ☐ What must be included in this initiative?