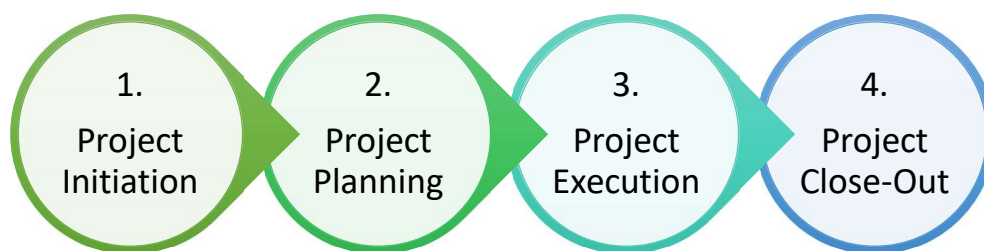


Introduction

The *Interim Equity-Decision Making Tool* has been developed to assist staff and Council in making recommendations and decisions related to projects, policies, bylaws, or other City actions requiring decision (a “Project”). In some cases, new projects and initiatives may have the potential to adversely impact some groups or individuals more than others, or to affect them in different ways. This tool is intended to provide a sequential guide for considering these potential adverse impacts and approach to mitigate and address these pro-actively.

As outlined in the City of Victoria Project Management Framework and approved Project Management Policy, all new initiatives are required to have a project plan that delineates the purpose, objectives, scope, budget, governance, deliverables, and timelines. More comprehensive guides and tool for project planning and management are available on the City’s intranet site. These guides complement this decision-making assessment tool and organized into the following stages adopted by the City:



The *Interim Equity Decision Making Tool* is being provided as a short-term measure to help guide analysis to support balancing of the many values, interests, and rights that could be affected by a Project. A more comprehensive tool and direction will be provided through the Equity Framework.

Pre-Requisite for Project and Program Planning

A prerequisite prior to undertaking any new stream of work is to ensure that the work is within the City’s mandate. Questions to address in your project plan include:

- Is the project within municipal jurisdiction?
- Is there direction from Council or senior management to undertake the project?
- What community need or circumstance does it address?
- Does it provide a service or facility for community benefit? If so, what?
- Does it relate to management of community assets? If so, how?
- Does it foster economic, social or environmental well-being of the community? How?

Equity Decision Making Process

The purpose of taking an equity approach to project, program and service design and implementation is to ensure inclusion, and that no new systemic barriers are introduced. This

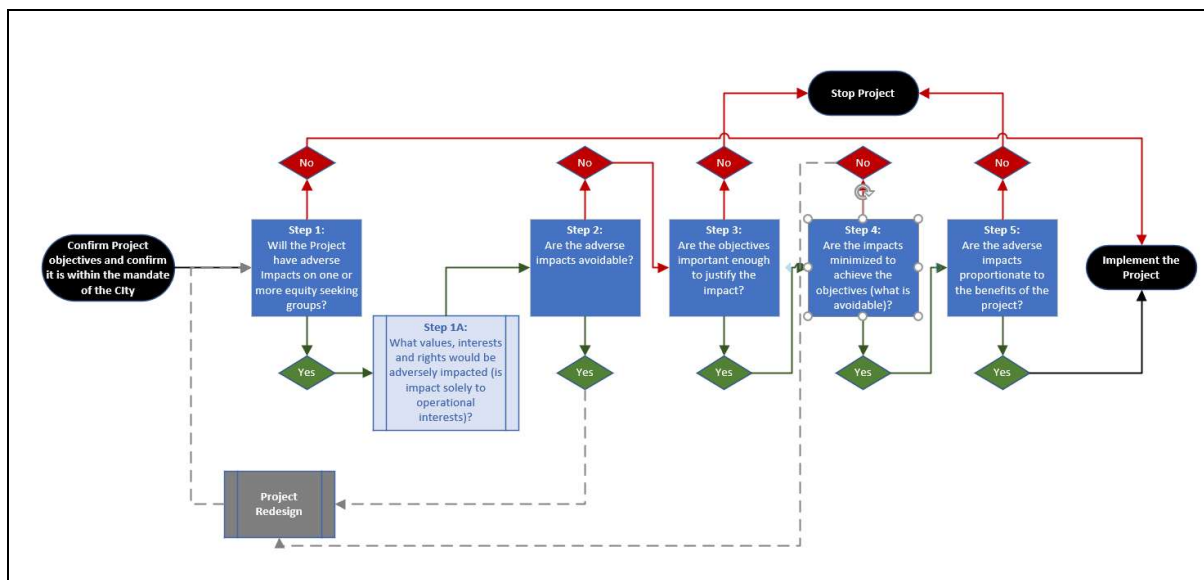
Attachment A: Interim Equity-Decision Making Tool – Guiding Questions

tool is intended to be used to assess equity considerations for all segments of the community to enjoy the same opportunities and benefits.

This tool provides set of questions to guide analysis at each step of the process. These questions will not be determinative, nor are they a complete list of the factors that could be considered. Equity seeking and equity deserving individuals and groups should be considered in the project planning and decision-making process. A summary of segments of the population to consider equity impacts.

Decision Making Process Flow Chart

The following document is anchored on the following process flow chart with companion questions for guidance. The next section of this tool is broken down into a set of steps for each stage of your assessment.



Step 1: Will the project have adverse impacts on one or more equity seeking groups?

- Would the Project result in any Victoria citizens or residents being left behind?
- What groups may already be disadvantaged in the City context? (people without vehicles, neighbourhoods with a high concentration of shelters, low income neighbourhoods, people with disabilities; refugees, others)
- Does the Project impact the interests of disadvantaged groups in Victoria?
- Will the Project make a service or facility difficult or impossible to access for some?
- Will the Project create or exacerbate a distinction between groups in the City e.g. with regard to access to services and facilities?
- Has engagement with a potentially adversely impacted group informed the analysis of potential impacts?

Step 1a: What values, interests, and rights would be adversely impacted? (is impact solely on operational issues)

- a. Would the impact be to individuals or groups of citizens/residents, as opposed to operational interests of business or formal organization?
- b. What does the impacted value, interest or right protect or represent?
- c. How does the affected group express its right, value, or interest?
- d. Does the Project interact with a personal characteristic protected under the Human Rights Code (e.g. race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, age; lawful source of income)?
- e. Does the Project interfere with a Charter protection (e.g. freedom of religion, thought, opinion, expression, peaceful assembly, association; freedom from discrimination based on race, national or ethnic origin, religion, sex, age or mental or physical disability)?
- f. Does the Project impact other values or interests of residents that the City routinely recognizes?
- g. Has a Court or Human Rights Tribunal provided direction to the City about the right?
- h. Have you identified any competing rights, interests and values?

Step 2: Are the adverse impact avoidable?

- a. Can a Project be adjusted to achieve the City's goals without the impacts?
- b. Have you identified which elements of the Project are necessary to achieve the City's objective, and which are "nice to haves" that could be adjusted or tweaked?
- c. Is there another approach entirely that could be taken to achieve the objective?
- d. Have you conducted a cost-benefit analysis of other options?
- e. Do the impacted groups or other community stakeholders have ideas?
- f. What have other local governments done in this or similar situations?
- g. If there are competing rights, is there a solution that allows enjoyment of each right?

Step 3: Are the objectives important enough to justify some level of impact?

- a. What benefits does the Project provide (or what harms will it avoid) to the community at large or to some segment of the community?
- b. Are the benefits (or harm reduction) provided by the Project significant to the community at large?

Step 4: Are the impacts minimized to achieve the objective (what is avoidable)?

- a. Does the adverse impact flow only from those elements of the project that are absolutely needed to achieve the objective?

- b. Are there 'nice to have' but non-essential elements that could be adjusted to reduce adverse impact?
- c. If there are multiple adversely impacted groups, can the Project be adjusted to achieve the objective with minimal impact on each interest, value, or right? If not, seek legal advice on whether one rights should be given more "weight".
- d. Would the changes required to reduce the adverse impact create undue hardship for the City?
 - i. Would the changes make it impossible to achieve the Project objective?
 - ii. Would the changes create serious risks for others?
 - iii. Would the changes create excessive cost?

Step 5: Are the adverse impacts proportionate to the benefits of the project?

- a. How large is the group who will benefit from the Project?
- b. What type of feedback has the City received from Citizens about this objective?
- c. Does the public benefit of the Project outweigh the adverse impacts?
- d. What is the probability and severity of the harm if the Project doesn't go ahead?
- e. What is the probability and severity of the harm if the Project does go ahead?
- f. Does the Project meet or exceed the relevant technical and community standards?
- g. Are other values, interests and rights supported by the Project?
- h. Consider any specific factors that contribute to the importance of the objective.

Implementing the Project

Once these steps outlined above have been considered through the project planning, and design phase, there is a final step to implement the project and ensure that there are not items that you may have missed that need further changes or modifications.