

C2021-0780

# Prioritizing the Principle of Equity

2021 06 28

CITY OF CALGARY  
**RECEIVED**  
IN COUNCIL CHAMBER

JUN 28 2021

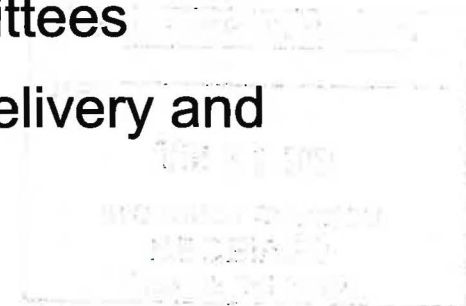
ITEM 5-1 C2021-0780  
DISTRIBUTION  
CITY CLERK'S DEPARTMENT



## Today's Agenda



- Equity and Alignment to Rethink to Thrive
- Learning from Other Municipalities
- A Message for Council Advisory Committees
- Understanding Equity in City Service Delivery and Investments
- Our Commitment to Prioritizing Equity
- Administration's Recommendation





## Rethink to Thrive Strategy

		OBJECTIVES		
Improve our reputation		Reduce cost of government	Strengthen employee engagement	Increase our capacity
		STRATEGIES		
Provide organizational focus and good governance	Protect financial sustainability and optimize investment	Inspire a proud and engaged workforce	Build strong relationships through collaboration and communication	Be innovative, tech savvy and future-focused
<ul style="list-style-type: none"><li>• Provide Council with the best professional advice in a timely and effective manner</li><li>• Empower decision making at the right levels of the organization</li><li>• Review organizational alignment and focus senior leaders on managing strategic risks</li><li>• Review corporate governance and find opportunities to identify duplication, reduce or consolidate work and reporting, and clarify accountability</li><li>• Focus on the corporation's capacity, resiliency and agility to respond to emerging issues</li></ul>	<ul style="list-style-type: none"><li>• Increase service efficiency and effectiveness</li><li>• Work collaboratively to find permanent savings in The City's operating base budget</li><li>• Optimize capital planning and infrastructure investment</li><li>• Advance The City's interests with Provincial and Federal governments and the Calgary Metropolitan Region Board</li><li>• Continue service planning and budgeting with a focus on putting citizens at the centre of our service delivery</li></ul>	<ul style="list-style-type: none"><li>• Focus the organization on safety (physical and psychological), respect, and inclusion</li><li>• Modernize our workforce practices and create a clear connection between business needs and policy</li><li>• Provide opportunities for learning and development</li><li>• Drive individual and team performance</li><li>• Continue to reinforce the Code of Conduct</li></ul>	<ul style="list-style-type: none"><li>• Share timely and relevant information with citizens, businesses, and employees, and actively correct misinformation</li><li>• Develop a corporate communications strategy focused on investment and value, and encourage employees to be ambassadors of City information</li><li>• Foster positive, collaborative and productive relationships with key stakeholders and partners</li><li>• Provide great customer service by being open and accessible and responding to requests in a timely manner</li></ul>	<ul style="list-style-type: none"><li>• Encourage innovation and experimentation and promote a "fail fast" mentality</li><li>• Create a Calgary that is more resilient in the face of stresses and shocks</li><li>• Leverage technology, data and analytics to make better decisions and work smarter</li><li>• Be champions for business success and apply a business-friendly lens to planning and service delivery</li><li>• Enable others to innovate and be innovative by creating the right mindset and conditions for success</li></ul>



# Putting the Principle of Equity into Action

Melanie Hulsker, Calgary Neighborhoods

2021 June 28





# Our Journey to Advance Equity

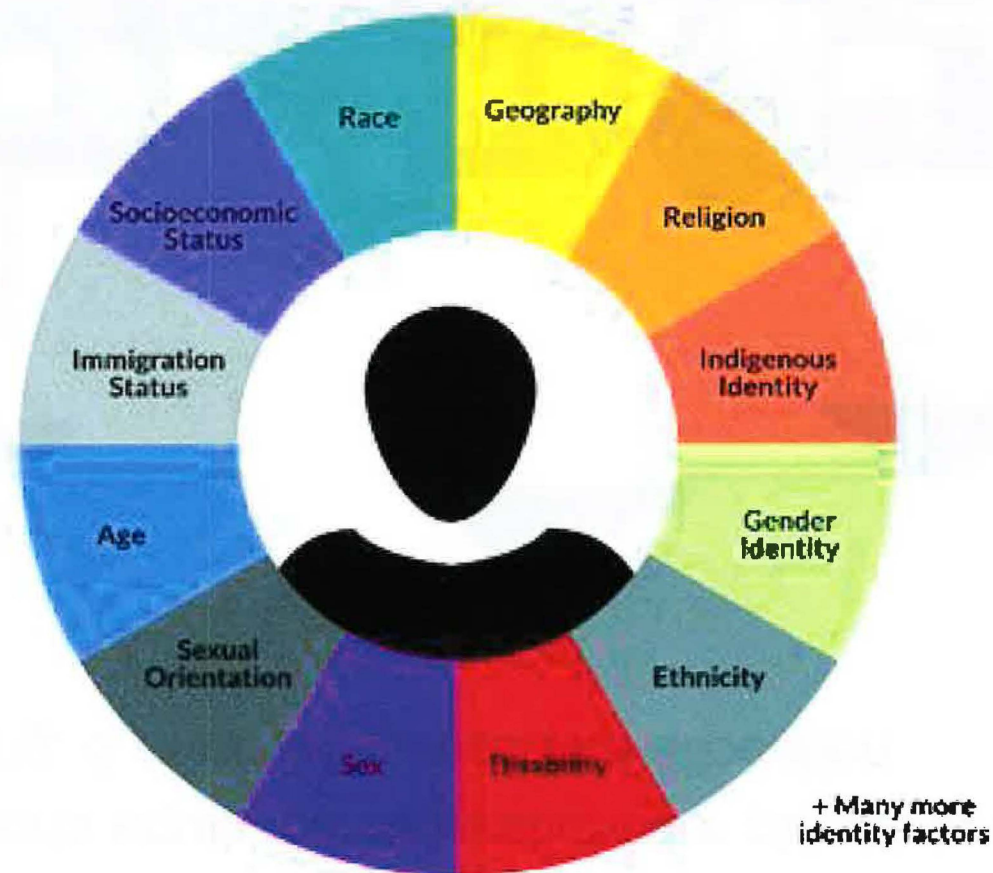


Calgary



Wellbeing  
Engagement  
Communities  
**Strategy**  
Anti-Racism  
Age-Friendly  
Truth and Reconciliation  
Indigenous  
Resilient  
Partnership  
Local  
Diversity  
Inclusion  
White Goose Flying  
Gender  
Immigration  
Welcoming  
Multicultural  
Prevention  
Culture  
Connect the Dots  
**Equity**  
**Policy**  
**Calgary**





# Knowledge in Action

## Equity Analysis Tool

# Knowledge in Action: Calgary Equity Index

- Objective & evidence-based
- Greater understanding of community need
- Supports equity considerations for planning, decision-making, & prioritizing resource allocation





# Calgary Equity Index: Focus Areas

1.



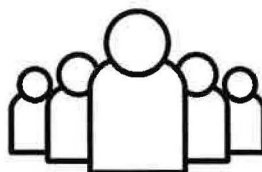
**Economic  
Opportunities**

2.



**Social &  
Human  
Development**

3.



**Governance &  
Civic  
Engagement**

4.



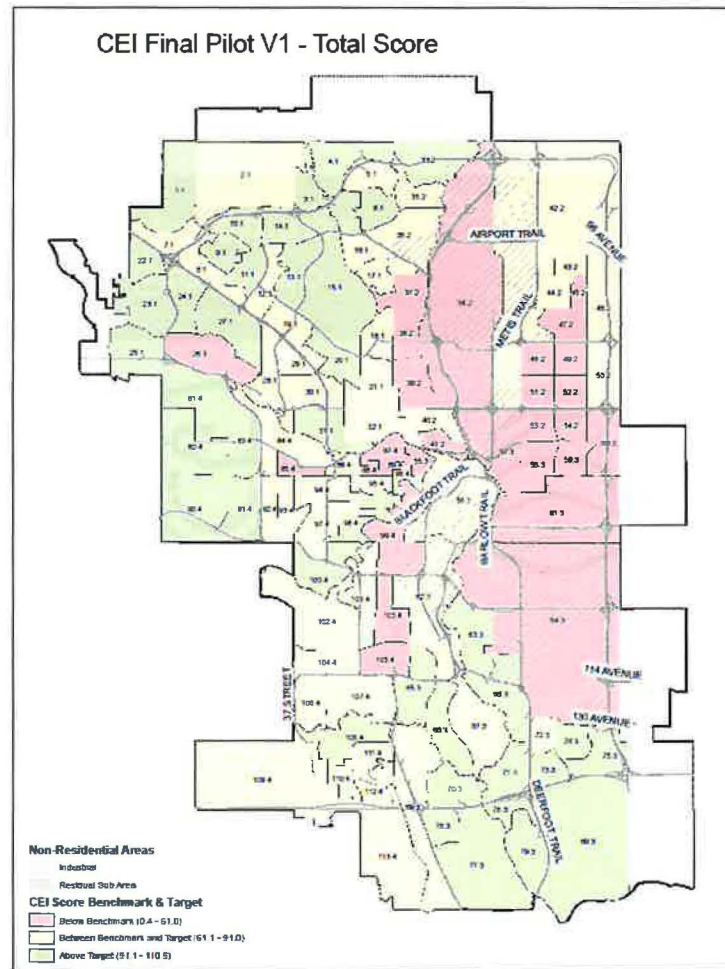
**Physical  
Environment &  
Infrastructure**

5.

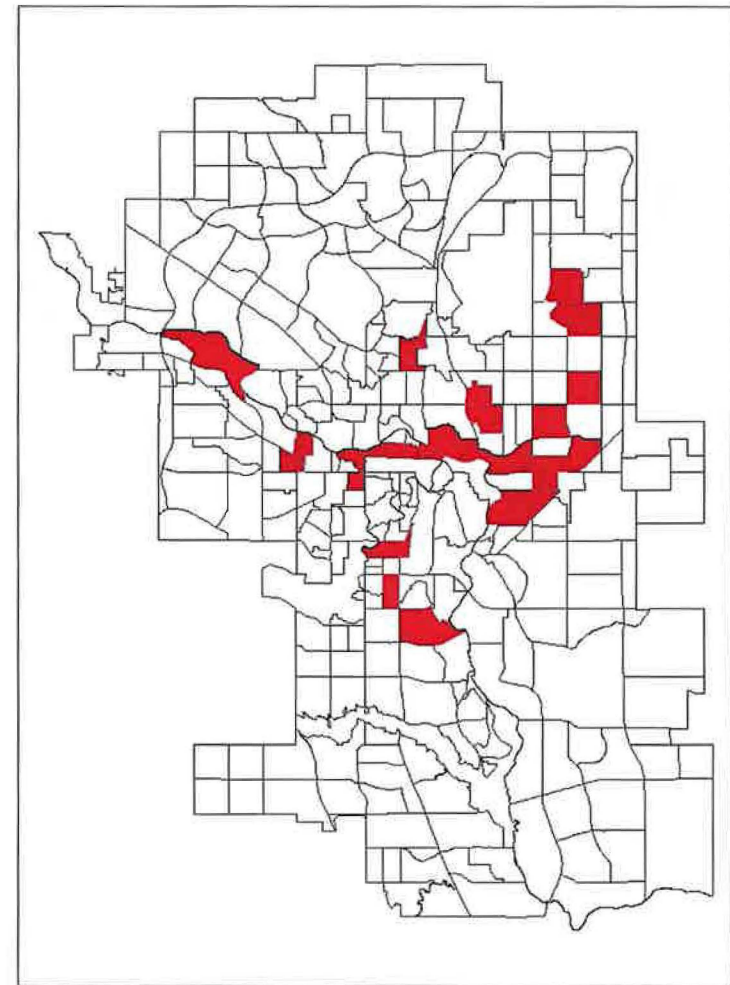


**Population  
Health**

## Calgary Equity Index



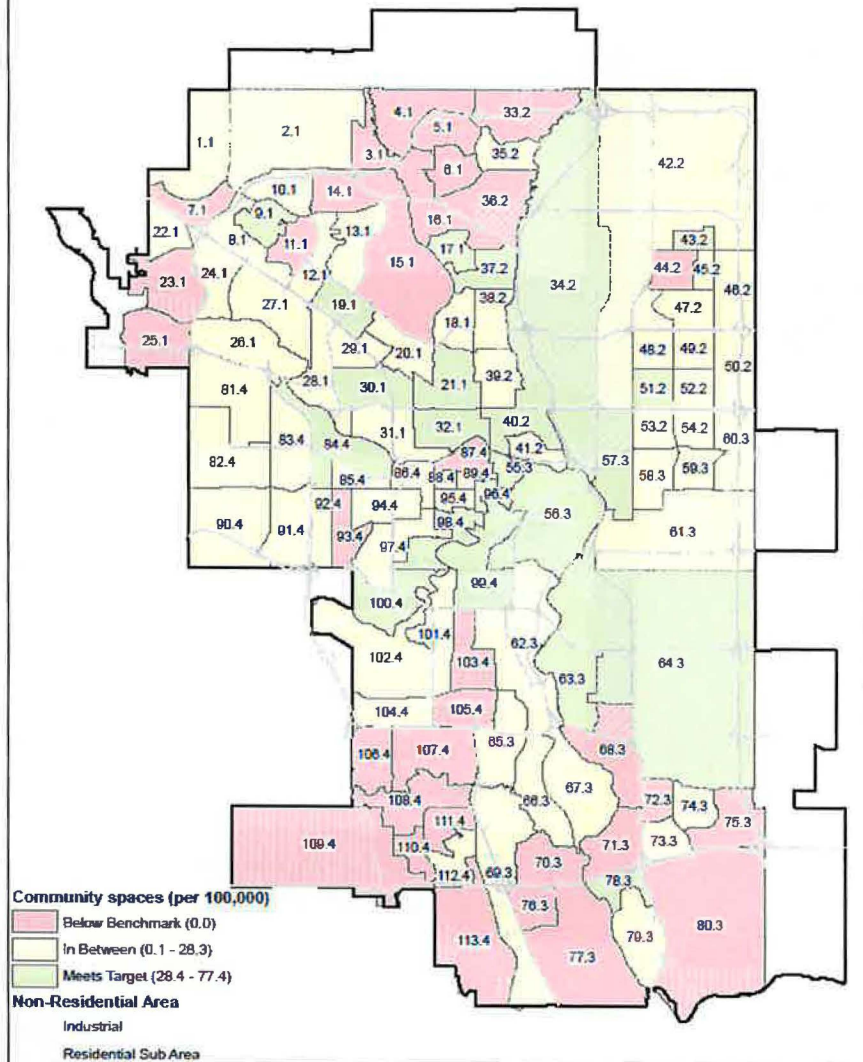
## CSW Priority Communities





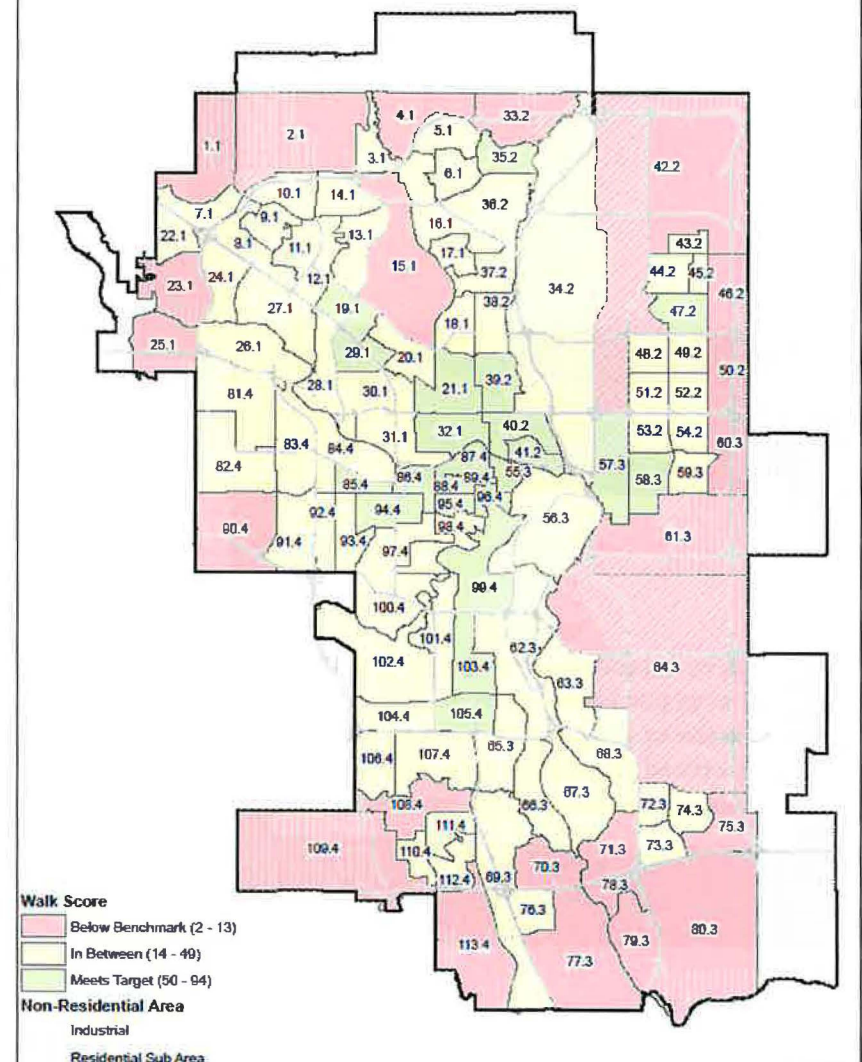
## Community Spaces

CEI - Community Spaces (Per 100,000) (2020 Update)



## WalkScore®

CEI - Walk Score (2020 Update)





# Connecting to Community

Sometimes it becomes jargon because it is overused, but when we talk about structural racism then we are looking at all the policies and procedures in place that will prevent people from actually getting access to the services that The City has been providing for all of us

Francis Boakye  
Co-Chair, Anti-Racism Action Committee

We are not going to people where they are. We're expecting people to come to us or to The City to access or engage with services and this is unfair if our sole clientele is the public.

Danisha Bhaloo-Shivji  
Chair, Social Wellbeing Committee

I think coming in to the community and educating people about who lives there and the cultural diversity throughout the neighbourhoods. Calgary is so diverse with many different cultural ethnic groups. I think a barrier is that people don't know who lives in their neighbourhoods.

Justin Jimmy  
Chair, Calgary Aboriginal Urban Affairs Committee



# Understanding Equity in City Service Delivery and Investments

## **Imagining and Planning & Designing and Building a Great City**

- Advancing Equity through City Building
- City Amenities and Facilities: Equity Considerations when Undertaking Capital Projects
- Exploring Climate Equity

## **Connecting and Protecting Citizens and Communities & Operating, Maintaining and Delivering Critical Services**

- Digital Equity
- Exploring Environmental Equity

## **Empowering and Enabling Employees & Driving Value and Performance**

- Civic Participation in Decision Making
- Economic Participation: A Focus on Indigenous Economic Reconciliation
- Using Equity to Drive Performance and Value with Enabling Services



- Advancing Equity Through City Building
- City Amenities and Facilities: Equity Considerations when Undertaking Capital Projects
- Exploring Climate Equity





# Advancing Equity through City Building

Photo by Jon Tyson on Unsplash



Calgary



# City Building is about People

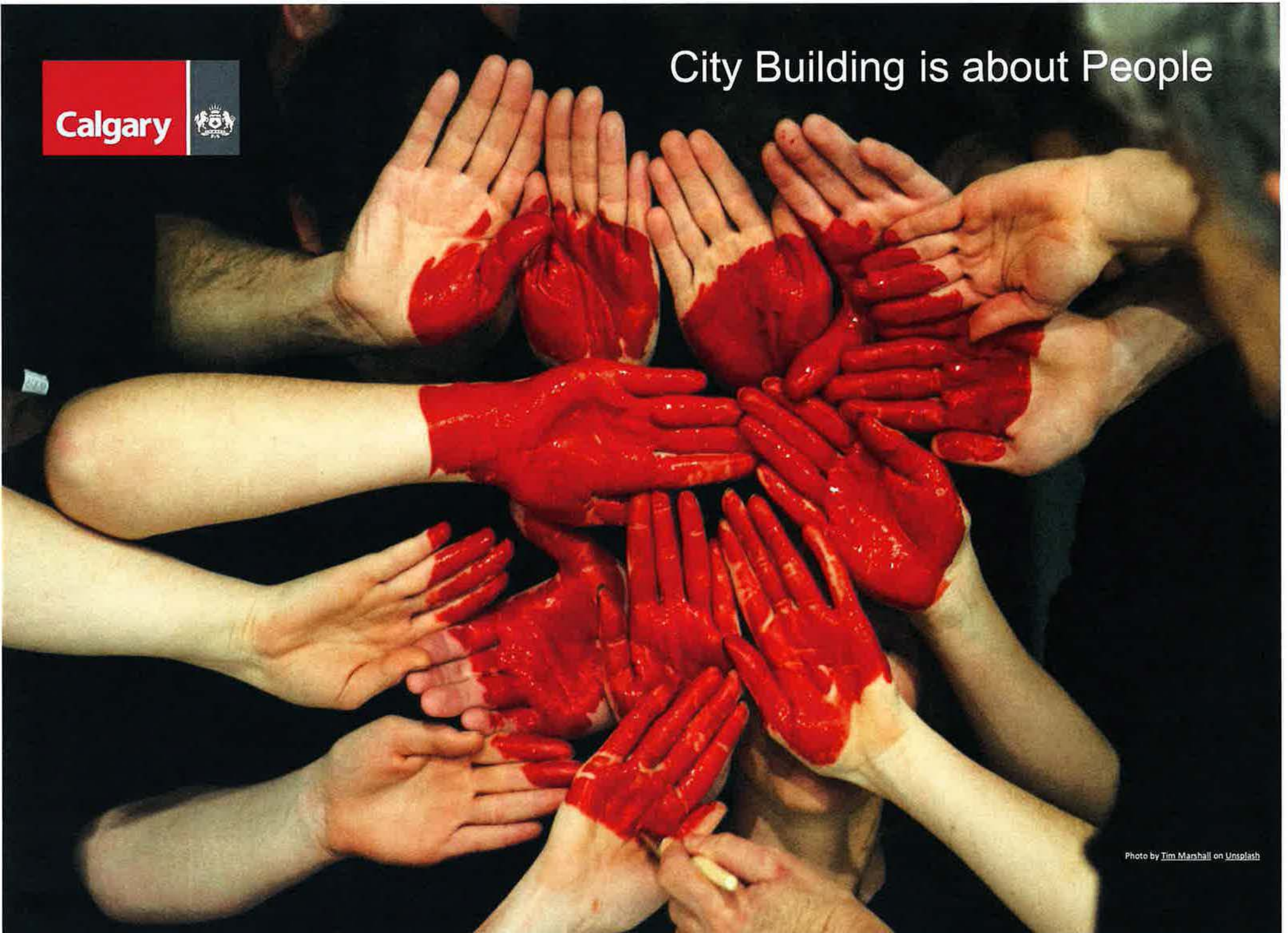


Photo by [Tim Marshall](#) on [Unsplash](#)



# Everyone has a different story or experience



“As an independent contractor, my income changes from month to month, which impacts how much I am able to spend on housing.

My dad is helping me out with care twice a week, so it is really important to live in a location that is easy for him to get to us by bus or train.”



“I grew up in the northeast and love living close to the people and places I care about.

My parents don’t speak English very well and I want to remain close to them so I can help as much as possible.”



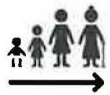
“We’ve finally just moved into our new affordable housing apartment. The building is across from a large green space where we can enjoy connecting with nature.

I have a physical disability and I am so happy my new apartment has wheelchair access.”





**22,095** Calgarians do not speak English or French.



Almost **25%** of Calgary's population is aged 55+.



Approximately **2,911** people experience homelessness in Calgary



Approximately **200,000** Calgarians live with a disability.



**1 in 3** Calgarians identify as a visible minority



Photo by Sharon McEutcheon on Unsplash





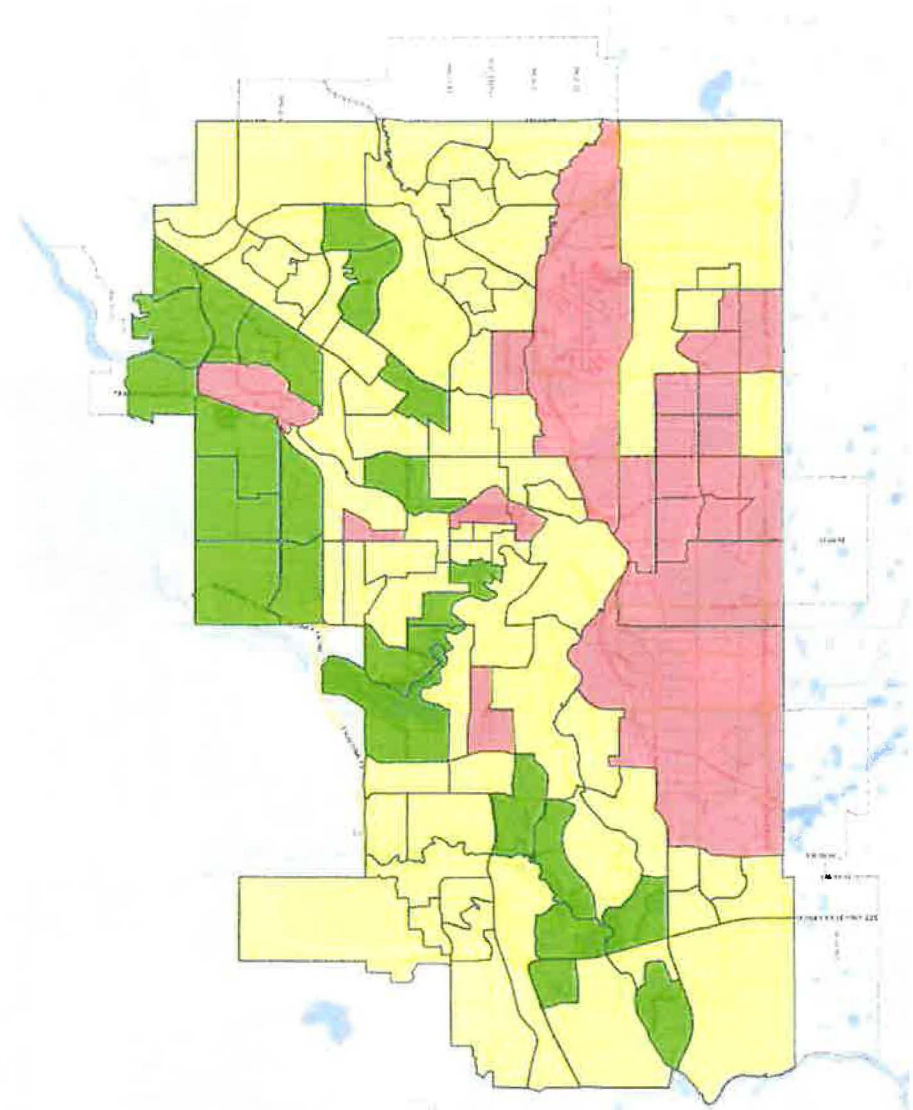


There is disparity amongst communities in Calgary.

## Legend

### Community Services Area (CSA)

-  At or above target
-  Between benchmark and target
-  At or below benchmark







**19%** of Calgary communities have very little housing choice (>10% of the homes are non-single family)



**27%** of homes in Calgary are rental occupied



Most rental apartments are one or two bedrooms (**92%**)



**19%** of Households struggle with their housing costs



Everyone needs somewhere to sleep





Everyone needs food to eat

Photo by Thomas Le on Unsplash

Only **17%** live within 600m of a large grocery store.

Agencies are reporting a **60%** increase in the need for food support due to COVID-19

The 2021 farm stand program has **19** locations across the city, getting food into the communities.

Food bank visits have gone from 170,093 in 2016 to **192,305** in 2020

Brown bags for kids provided **6,300** lunches per day in 2020. **Nearly double** 2017 numbers.



## Mode Split Percentage



2005	2012	2017	TARGET
14.0%	12.5%	17.7%	20-25%



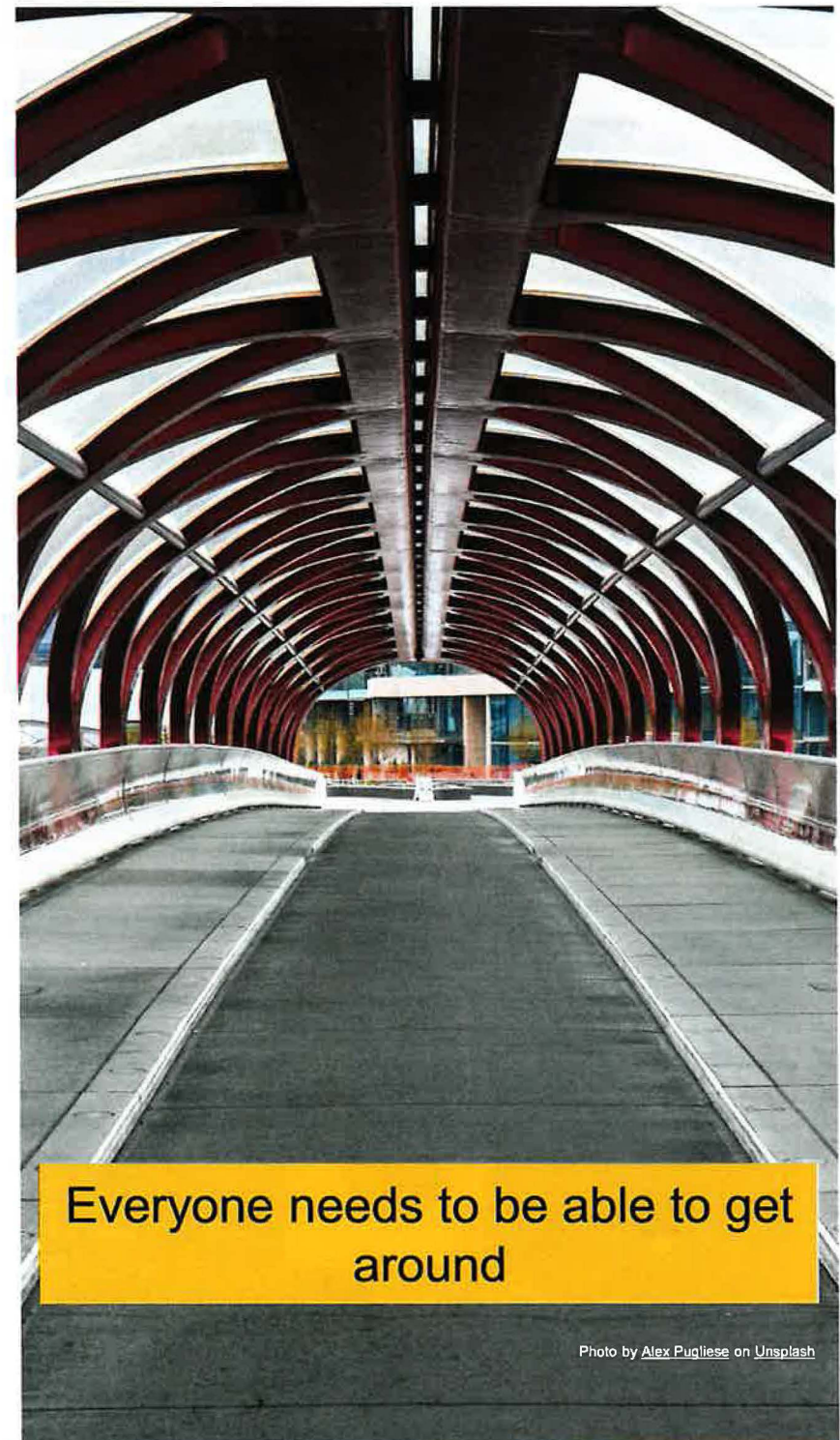
2005	2012	2017	TARGET
9%	8.5%	8.3%	15-20%



2005	2012	2017	TARGET
77%	79%	73.9%	55-65%

Calgary has a walkscore of 48, meaning **most errands require a car.**

**Many** communities are below 20, meaning all errands require a car.



Everyone needs to be able to get around

Photo by Alex Pugliese on Unsplash



3% of Calgarians have a disability that impacts how they travel

1.2 million annual trips on Calgary Transit Access

Only 23% of children walk or bike to school

Women **make more trips** than men, and tend to work closer to home.

Transit users spend **30 extra minutes** a day travelling.





Calgary



## Income and Travel in Calgary

### Adults in Calgary...

#### Access to Household Vehicle

● 1) No Auto ● 2) Passenger ● 3) Driver, Shared Auto ● 4) Driver, Own Auto



### Weekday Mode Share

● Active ● Auto Driver ● Auto Passenger ● Transit



### Transit Pass

● Have Pass ● No Pass



### Work Location

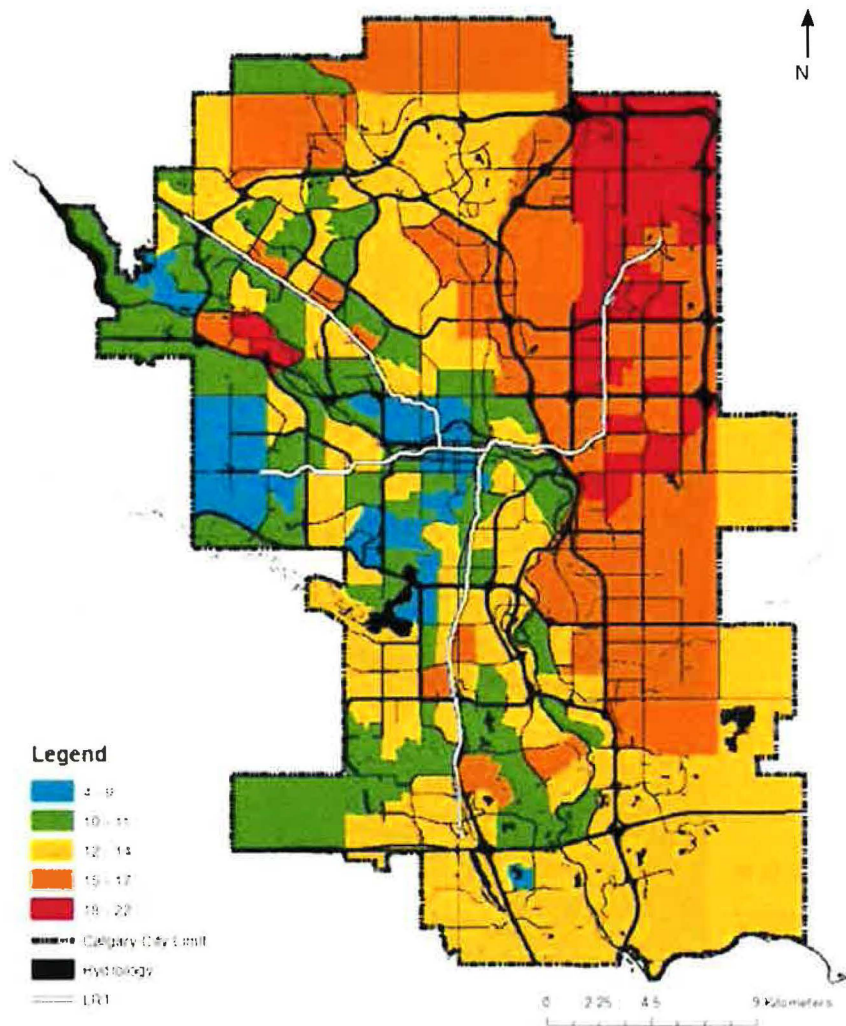
● CBD ● Outside CBD



Driving is not an option for everyone

Photo by Google Street View

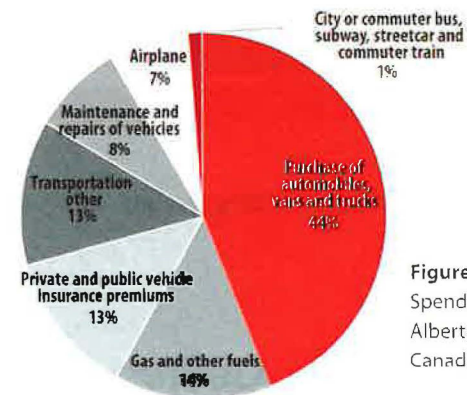
# How People Travel – Transport Costs



**Figure 27:** Annual Transportation Costs in Calgary as Percent Median Income (Statistics Canada, 2016) (see Appendix 1 for methodology)



**Figure 21:** Household Spending, Alberta, 2016 (Statistics Canada, 2016)



**Figure 22:** Household Spending on Transportation, Alberta, 2016 (Statistics Canada, 2016)





# Low-Income Transit Usage

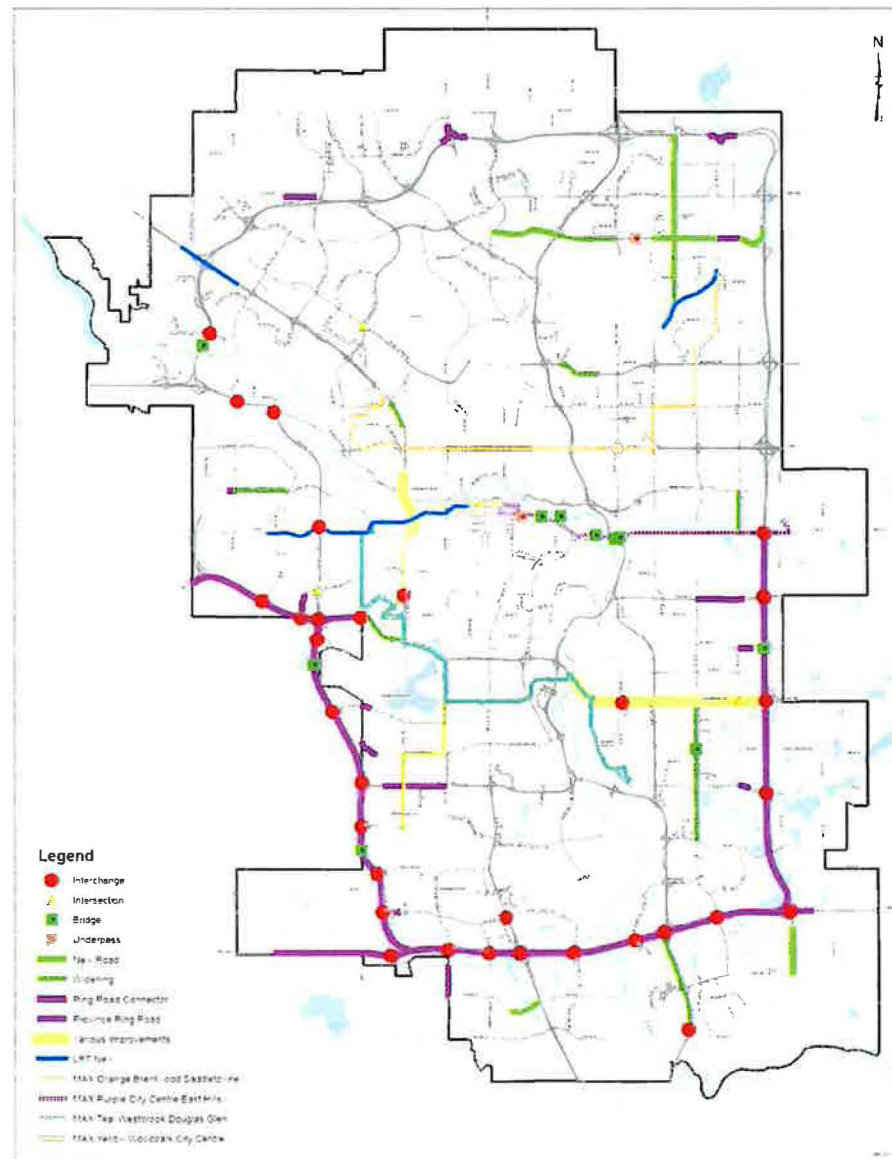
**Figure 1: Low Income Transit Pass History (2005-2019 Projected)**



## Direct Customer Impact

Calgary Neighbourhoods surveyed low-income transit pass customers in fall 2018. The analysis of this data indicated that customers were identifying significant positive impacts of the new sliding scale fare structure. These included:

- 78 percent of respondents said it made it easier to *maintain social supports* through family and friends;
- 84 percent said it was easier to get to *medical and other appointments*;
- 74 percent of respondents agreed the LITP allowed household members *to look for jobs*;
- 91 percent said it *saves their household money*; and
- 87 percent agreed that it *increased their use of Calgary Transit*.







## Jobs and population within 400m of the Primary Transit Network



### Jobs

2005	2012	2017	2019
0%	37%	37%	0%



### Population

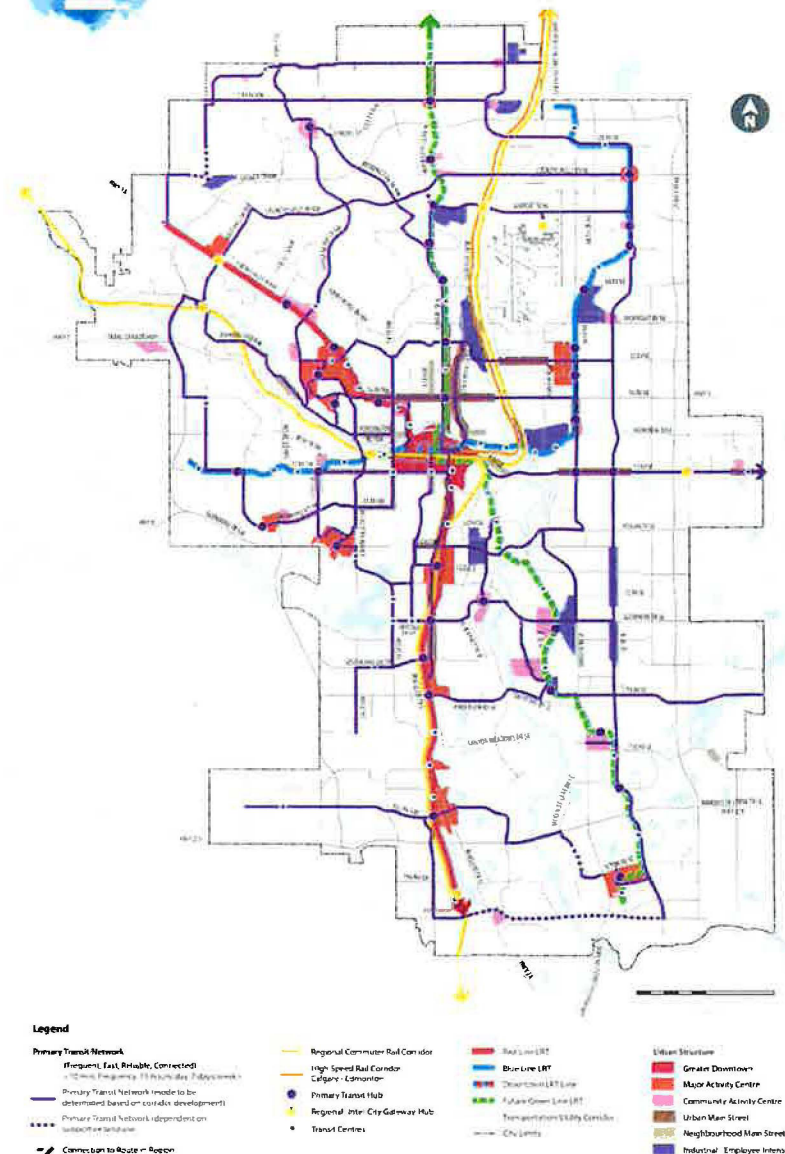
2005	2012	2017	2019
0%	12%	14%	0%



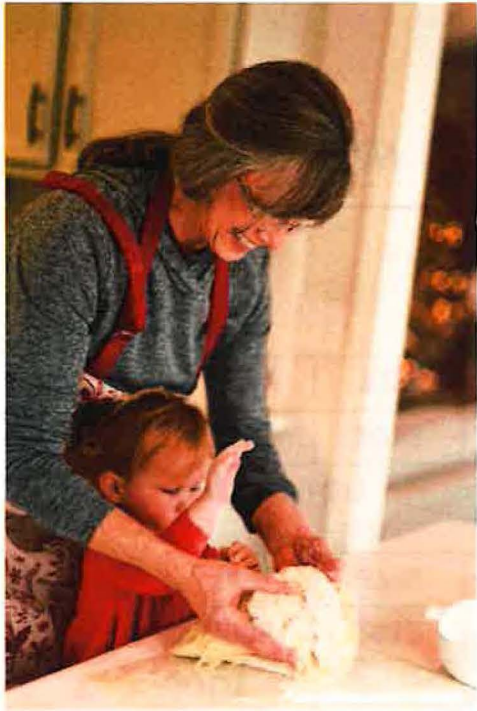
We are now at **0%** as of 2021

Primary Transit = Frequent  
Transit Service  
(10 mins or less, >15 hrs per  
day, everyday)


## 2 Primary Transit Network



513 Source: Transportation 2020







Advancing equity through city building ***should*** focus decision-making on addressing the needs of all Calgarians, both now and as their needs change and evolve over time with a goal to make life better every day for all Calgarians.



## Are there different types of equity?

1. Equitable distribution of goods, services, and opportunities
2. Acknowledgement of and respect for diverse intersecting identities
3. Decision-making processes
4. Zoning and other regulations crafted in such a way that they do not lead to differential treatment, hardship, or disadvantage to some people





## Barriers

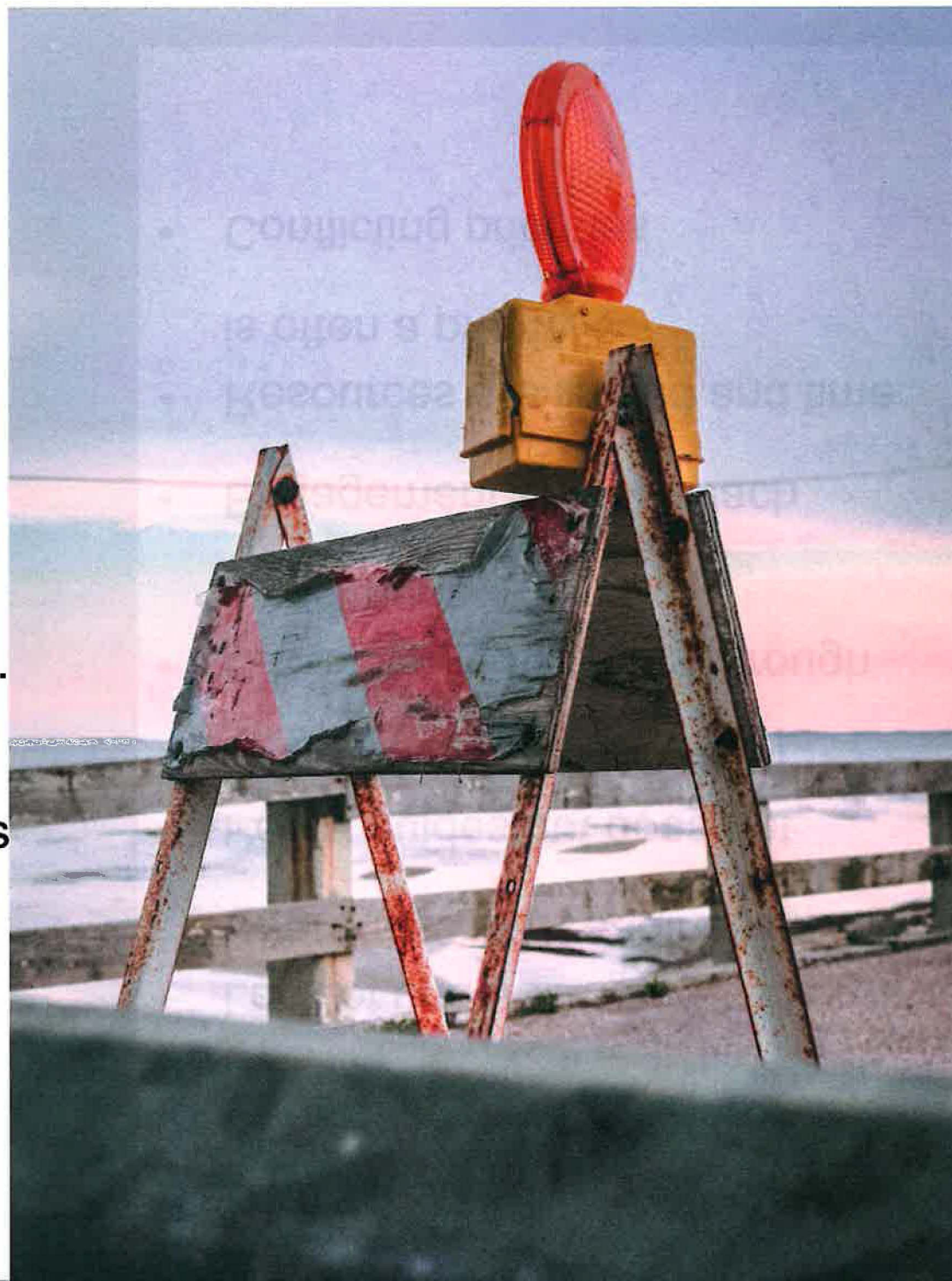
- Lack of understanding, awareness and readiness
- Policy guides but does not guarantee implementation
- City-building happens through investment
- Engagement and outreach
- Resources are limited and time is often a priority
- Conflicting priorities





## Barriers

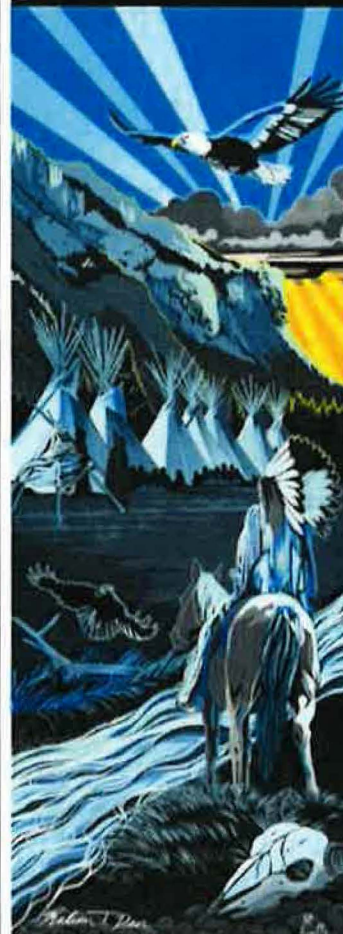
- Response-oriented culture
- Equal-treatment approach
- No standard equity metrics
- Lacking some types of data (e.g. ethnicity)
- Need to incorporate experiences into decision making
- Insufficient funding, particularly for service improvements





## Opportunities – Moving beyond barriers

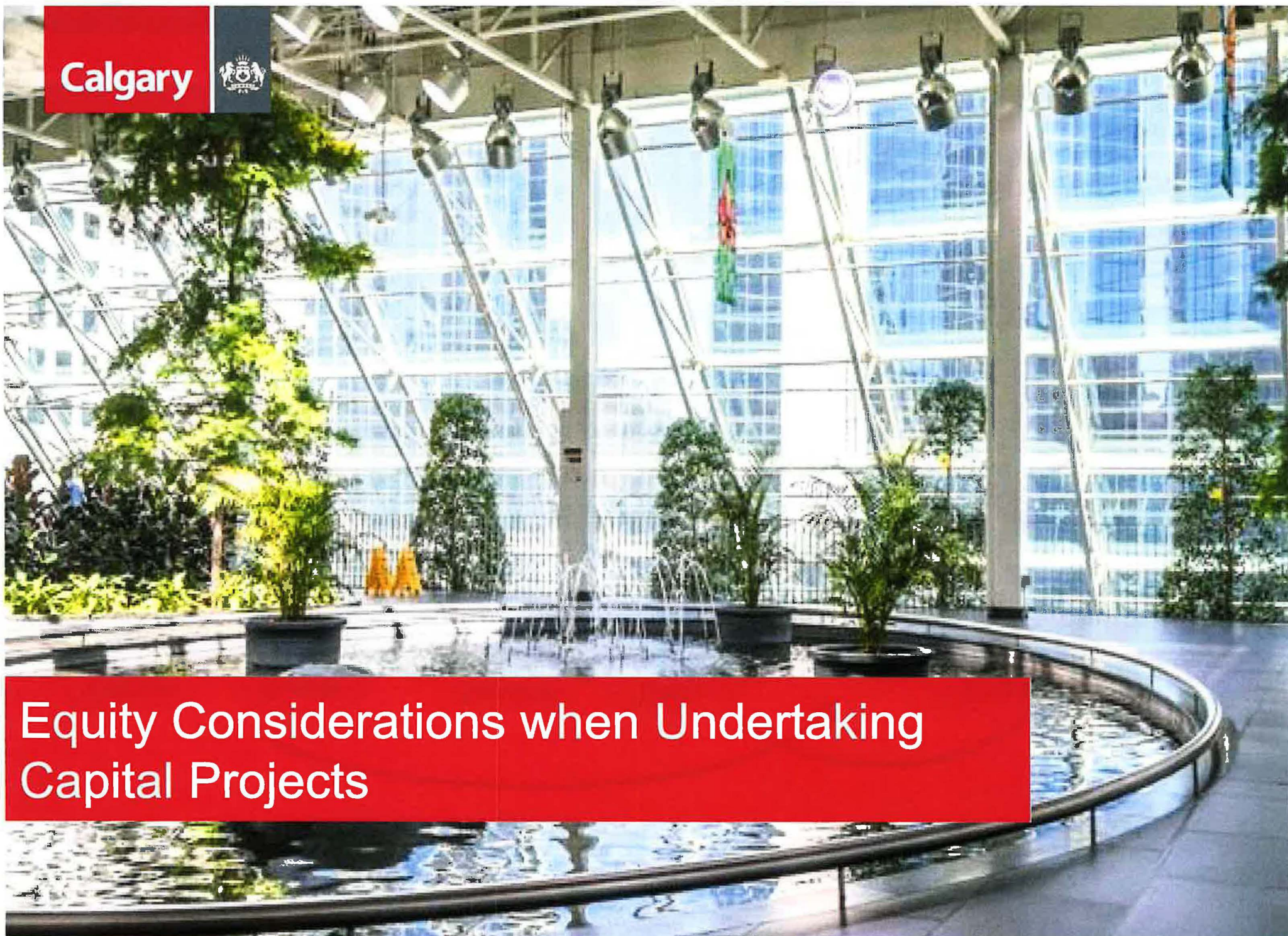
- Innovate engagement and outreach
- Champion equity and dedicate resources
- Build and leverage partnerships
- Refocus projects on outcome and quality
- Collect disaggregated data to inform indicators and measures
- Prioritize projects focused on unlocking barriers to implementation



Past, Present and Future by Kalum Teke Dan

Go up and never stop

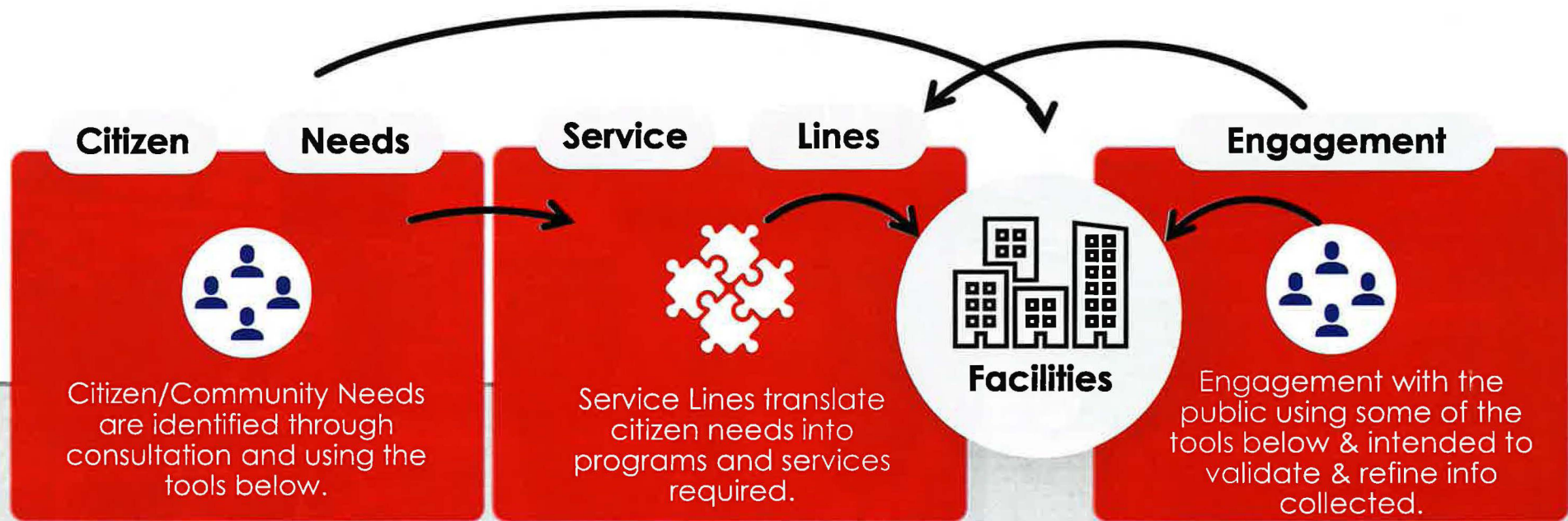




## Equity Considerations when Undertaking Capital Projects



## Value to Citizens



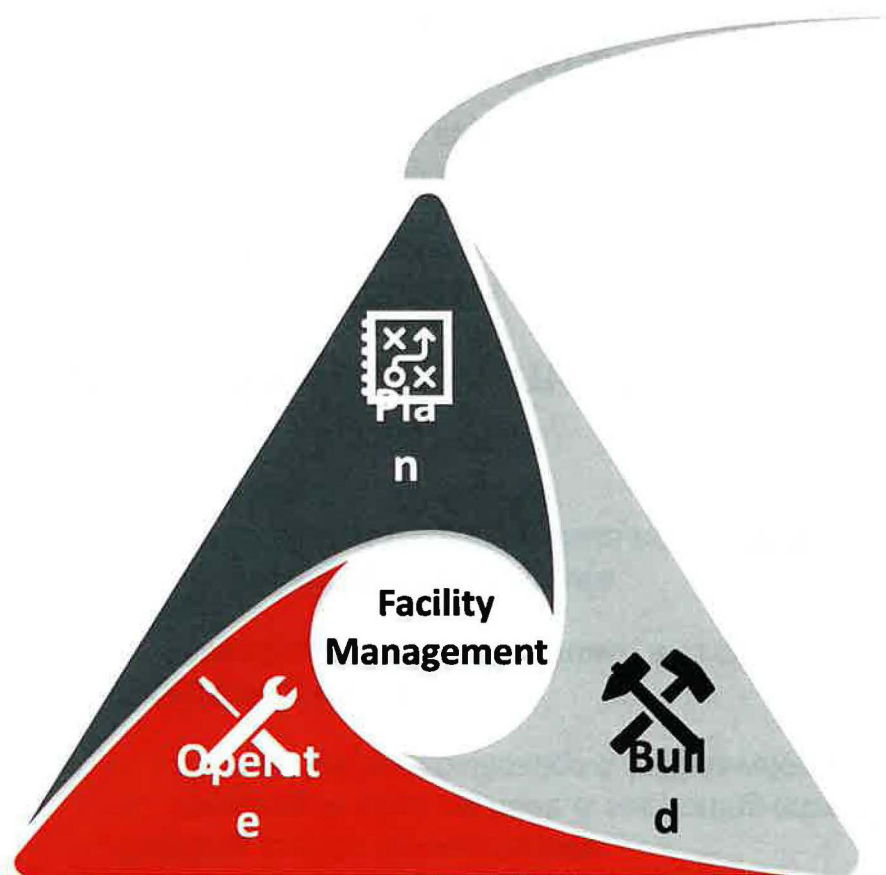
**Facility Management enables the functional service requirements into facility needs.**

**Service Line Tools:** Population Data, Neighbourhood Profiles, Census, Survey's, etc.

**FM Tools:** Supply & Demand Dashboard, Corporate Prioritization Tool, Building Condition Assessments, Ethnographic Interviews, etc.



# Facility Management & Equity



## Capital Investment

### Existing facility infrastructure

- Investing in what we have & supporting growth & change due to densification & infill development

### New facility infrastructure

- Investing to support the growth and change

### Renewed facility infrastructure

- Investing in replacing facilities no longer fit for purpose

## Operating Investment

### Programs and Services

- Investing in Service

### Access to amenities

- Investing in public spaces

### Operating and Maintaining Facilities

- Investing in Operations and Maintenance

- Lack of reliable funding sources for recreation and multi-service facilities in established areas – greater focus on greenfield
- Cultural Municipal Sustainability Initiative requires matching funds
- Low or no cost access programs and services required
- Multi-modal transportation access to facilities required

## Investment Gap

*Infrastructure Status Report- FM*

**Capital Maintenance Gap \$850M**

**Operation Gap \$725M**

**Capital Growth Gap \$930M**



# An Integrated Approach

**Programs and Services**



**Amenities**



**Facilities**



**Operations**



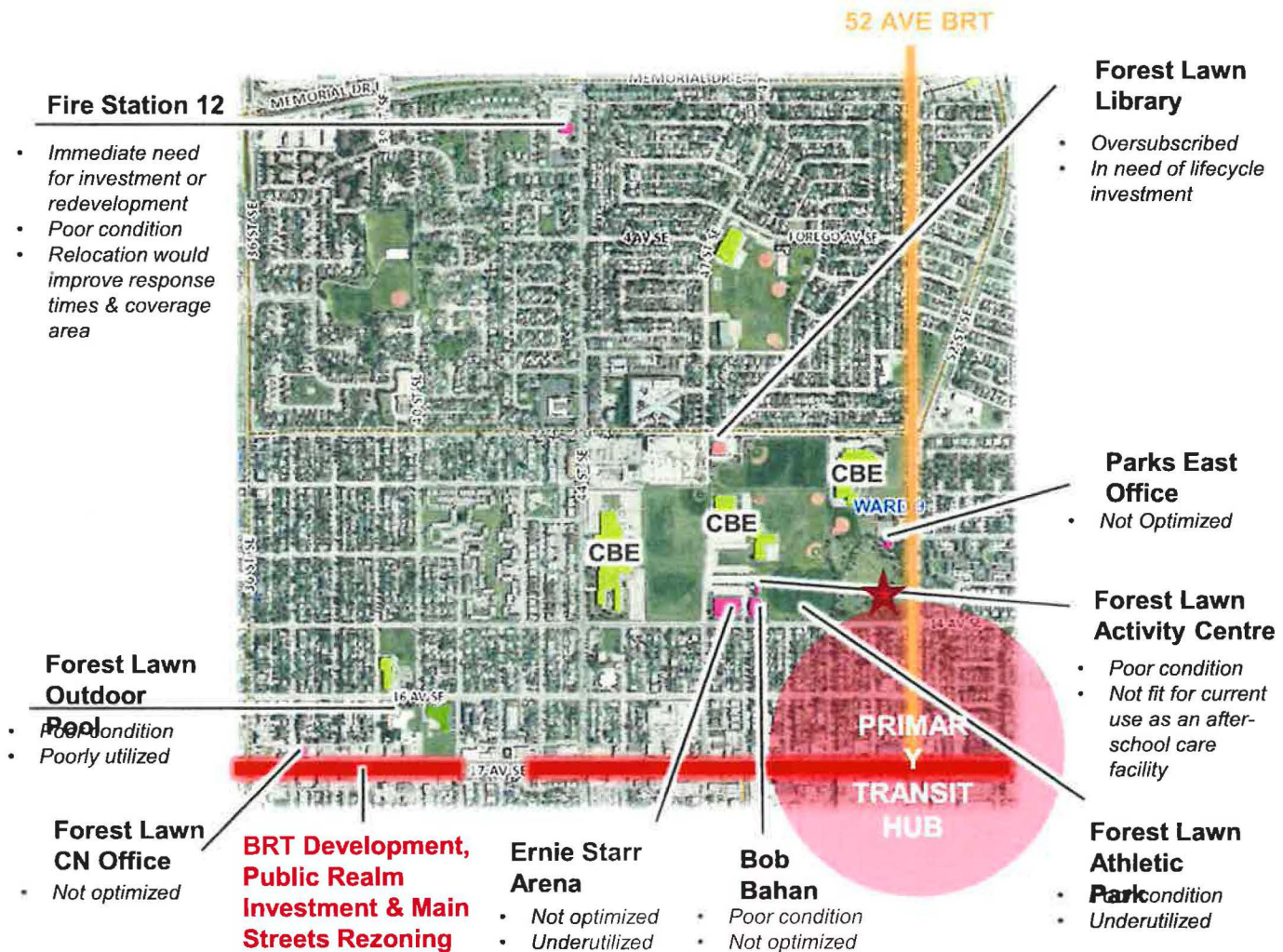
**Common Goals**





# Forest Lawn Civic and Cultural Centre Case Study

## Project Drivers ~ Addressing the Community Needs



- \* Significant deficit of Arts and Culture facilities and services in East Calgary and the Greater Forest Lawn Area.
- \* Deficit of park space in the Greater Forest Lawn Area.



# Forest Lawn Civic and Cultural Centre Case Study

## Addressing the Needs ~ Vision



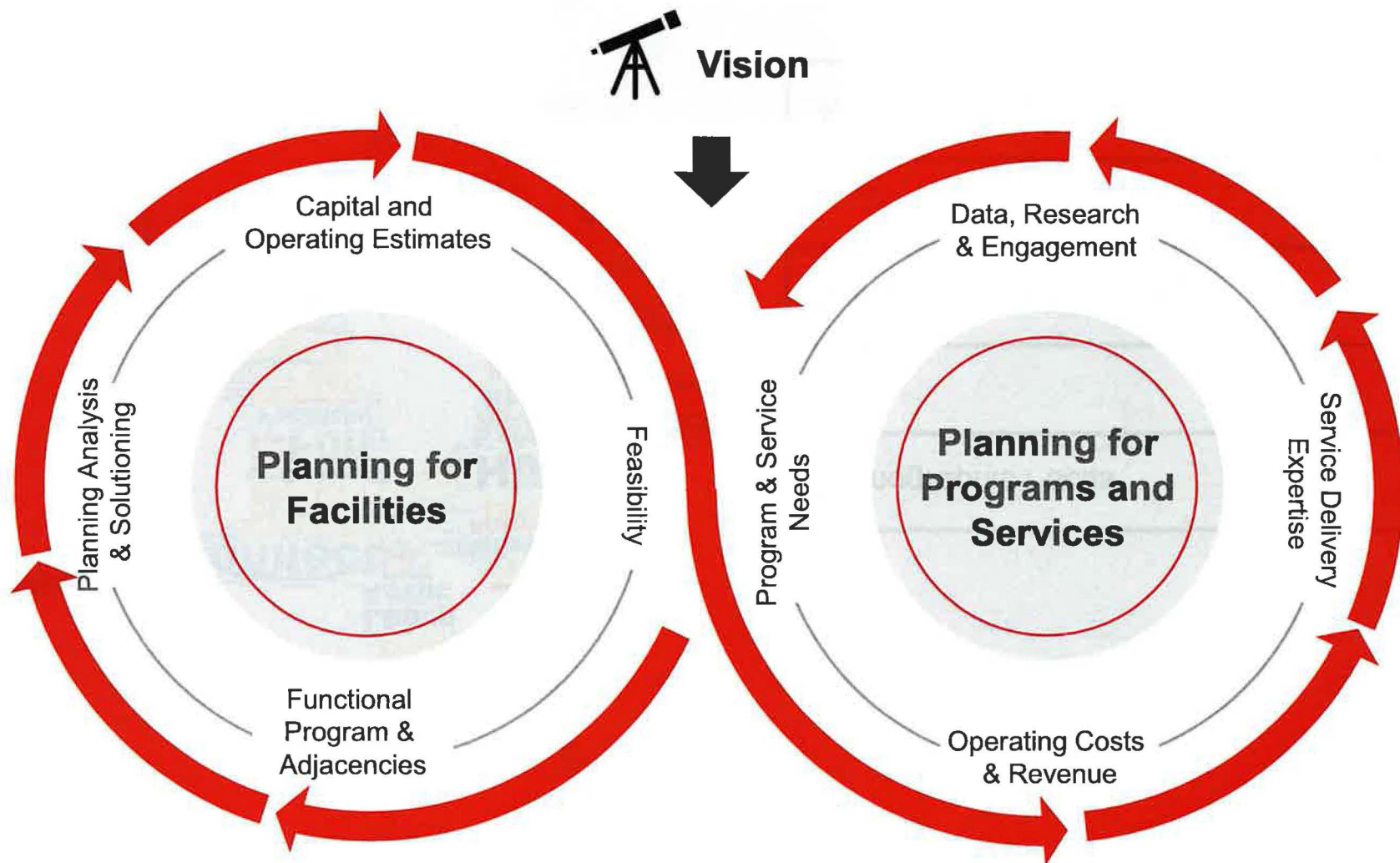
## Demographic Focus

## Culturally Sensitive Design

## Affordable and Accessible Services



# Planning Process





# Forest Lawn Civic and Cultural Centre Case Study

## Library Space:

- Larger library space to respond to current oversubscription



## Parks Space:

- Increased Parks space through integrated planning to address the community deficit



## Recreation Space:

- Optimized Aquatics & Fitness to meet barrier free and Equity Analysis design standards
- High level of participation in swimming & aquatics
- Updated greenspace amenities to meet community/cultural and demographic desires and needs

## Facilities to Address Equity Gaps



## Arts and Culture Space:

- Youth
- Multicultural & Indigenous
- Indoor multi-purpose space
- Outdoor event/festival and gathering space

## Mobility & Access Options:

- Access for all demographics
- Adjacent to 3 schools
- Located along 52 Ave BRT and at 17 ave SE Primary Transit Hub

## Calgary Neighbourhoods and Transit Spaces:

- Service counters, fair entry and transit access services
- Community hub for social programs



# Investment in Facility Infrastructure & Services



City Building and  
Regional Facility  
Infrastructure

Community Facility  
Infrastructure



Established Community  
Facilities

New Community  
Facilities



Existing Buildings

New Buildings



Short Term

Long Term



Urgent

Strategic







# Barriers

## BARRIERS

## FINANCIAL

## OPPORTUNITIES

### SERVICE LINE

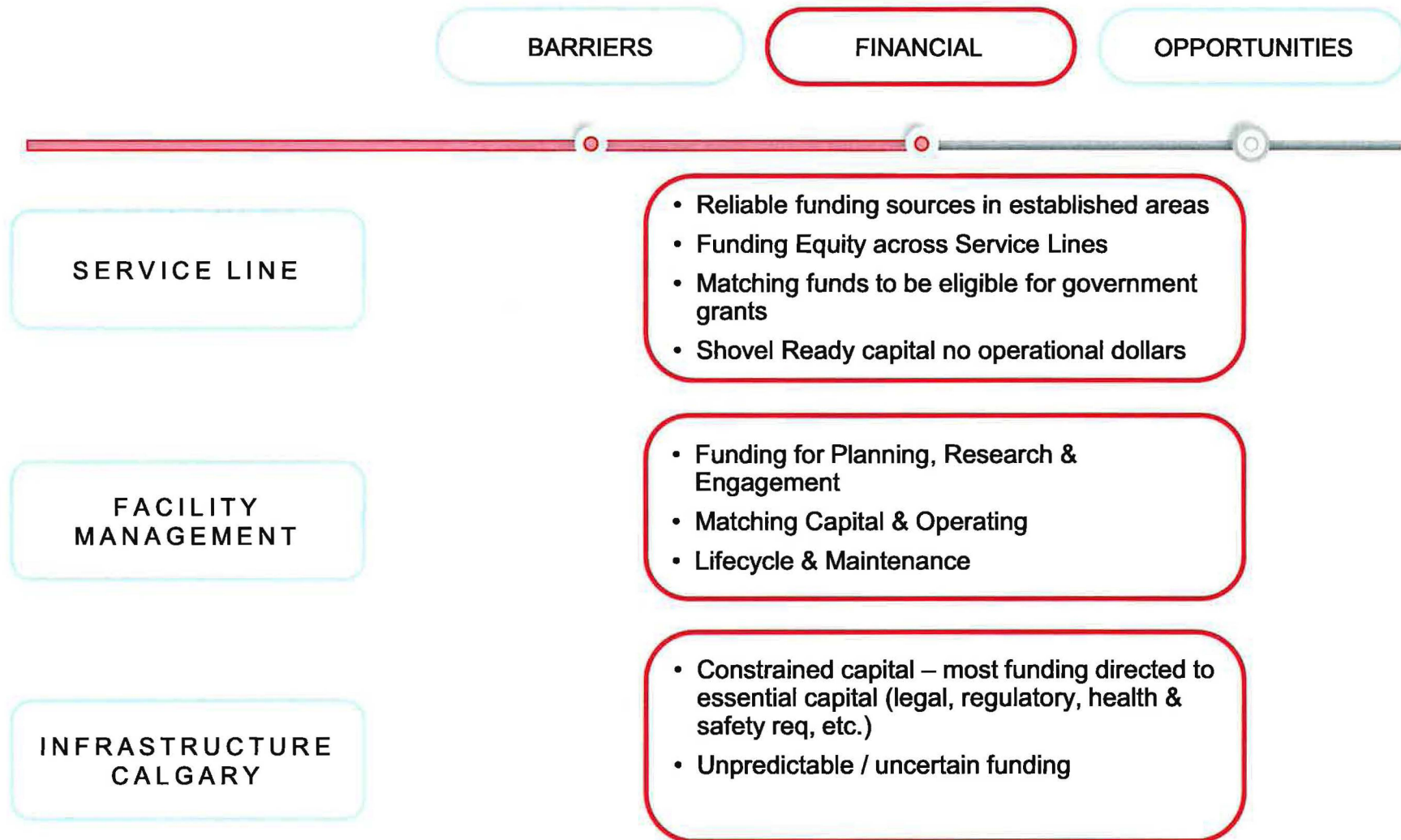
- Gaps in the data (current, reliable & at the right geographic level)
- Tools to engage differently
- Socio-economic barriers
- Competing Policies & Standards

### FACILITY MANAGEMENT

- Planning Process takes longer
- Accessibility data gaps
- Short Term vs Long Term
- Engagement
- Policy & Standards don't drive innovation

### INFRASTRUCTURE CALGARY

- Corporate, coordinated approach to capital relatively new
- Historical investments not mapped for equitable distribution







## BARRIERS

## FINANCIAL

## OPPORTUNITIES

### SERVICE LINE

- Funding commitment to better understand and improve services families with children, youth, seniors and vulnerable Calgarians
- Ability to collect data via surveys or other means
- Council Priority for the 2023-2026 Budget Cycle

### FACILITY MANAGEMENT

- Leading Culture Change Corporately
- Reliable funding source for Established Areas
- Funding that meets industry standard for lifecycle/maintenance upgrades
- Accessibility Data for all Civic Buildings

### INFRASTRUCTURE CALGARY

- **Explicitly reference equity in capital guidance and prioritization**
- **SMEs to review and rate business cases**
- **Better data-driven decisions and reporting**
- **Source new funding/financing**
- **Corporate realignment**

# Report Card ~ Turning the Curve

**1** Ensure all services are included in planning ahead of budget ask



**2** Community Needs are determined before the start of a project and then vetted through the process



**3** Data is consistent across the entire building's portfolio and robust, current & reliable for the Service Lines



**4** Equitable funding distribution and dedicated funding is available for established areas



**5** Delivering a Corporate Facility Portfolio Plan, using equity in the project prioritization





## Agenda

1. Definition of Climate Equity
2. Climate Equity and Adaptation
3. Climate Equity and Mitigation
4. Energy Poverty
5. Actions, Barriers & Opportunities



## 4 Aspects of Climate Equity

“Climate equity means working towards the just distribution of the benefits of climate actions (mitigation and adaptation) and alleviating unequal burdens created or worsened by climate change.”

- **Procedural (Inclusion)**
- **Distributional (Access)**
- **Structural**
- **Transgenerational**



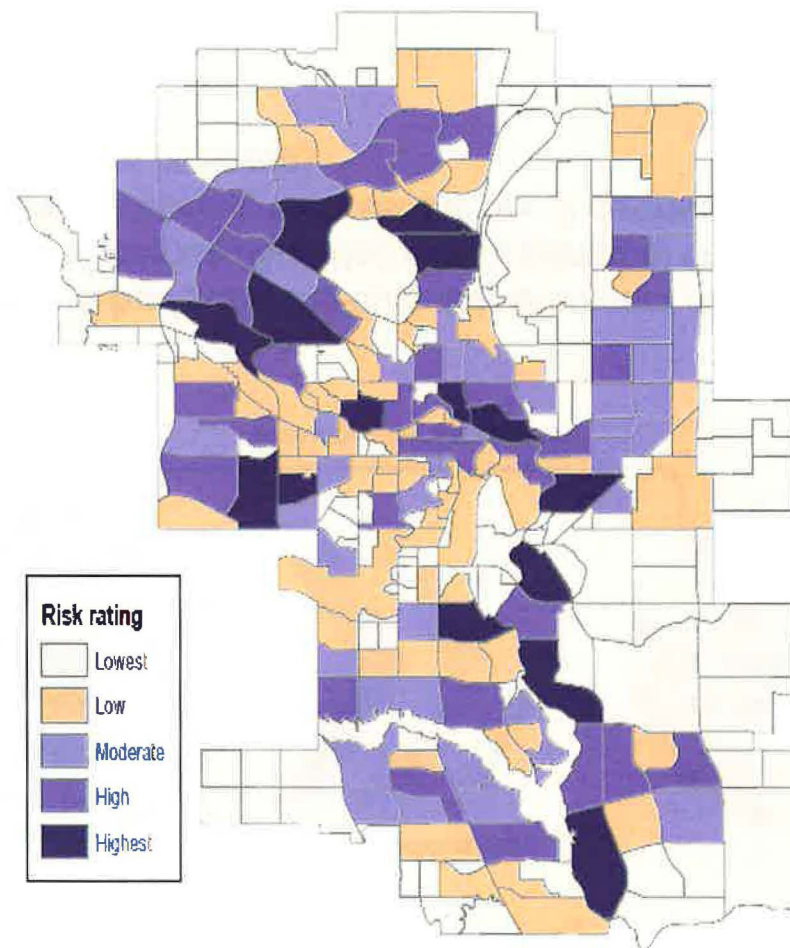
Do our Climate Actions disproportionately impact anyone, and how can we address that?



## Community Climate Risk 2050

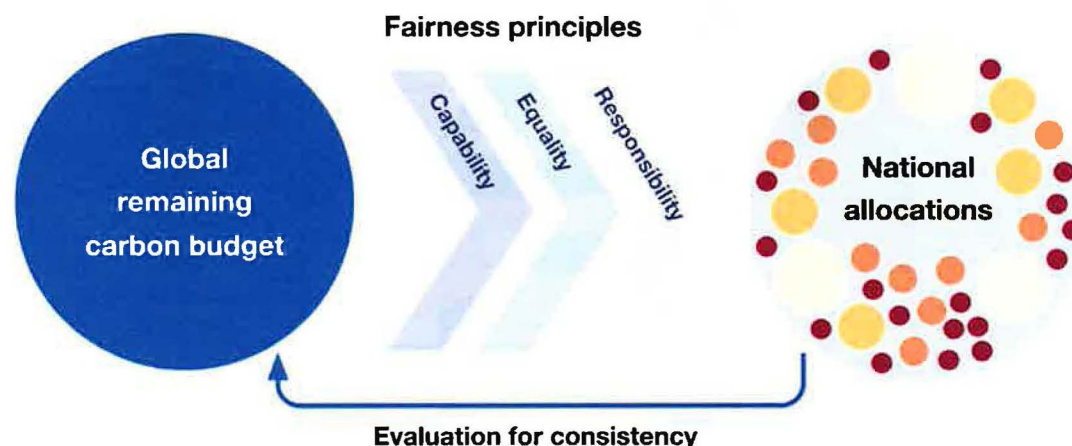
### Equity and Adaptation

Climate risk is inequitably distributed geographically and is driven in part by social factors.



## Equity and Mitigation

- The Global Carbon Budget is allocated **equitably** amongst municipalities based on the following principles:
- **Equality** based on an understanding that human beings should have equal rights / quality of life
- **Responsibility** for contributing to climate change based on historic and current emissions
- **Capacity** to contribute to solving the problem



A **carbon budget** is the cumulative amount of carbon dioxide (CO<sub>2</sub>) emissions permitted over a period of time to keep within a certain temperature threshold (ex. 2 degrees global temperature increase).

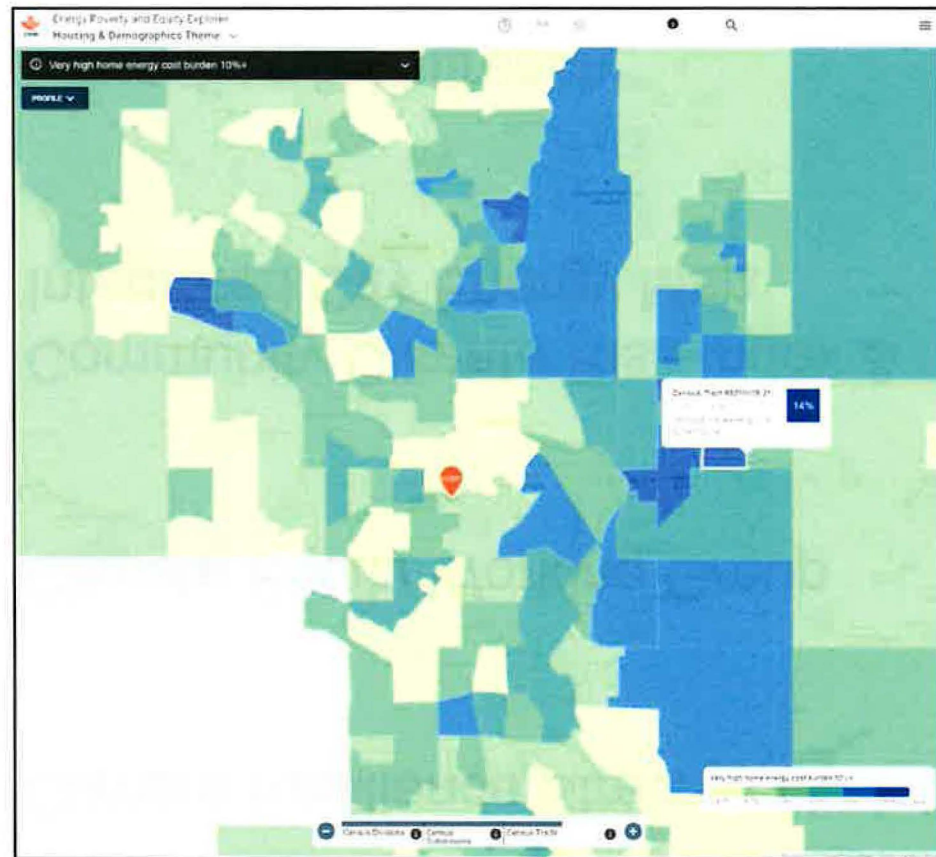


## Energy Poverty

**'Energy poverty'** means lack of access to **affordable** energy.

Calgary has areas of very high-cost burden (10%+ of household income) in all quadrants, and for both renters and owners.

Energy poverty connects to climate, economic, and social outcomes.



## Equity Actions

Examples of action undertaken to explore and address equity in policy, programs, services and communication



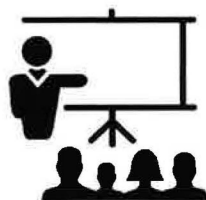
Climate Resilience Strategy Update



Climate Equity Working Group



Community Climate Risk Index & Integrated City Energy Map

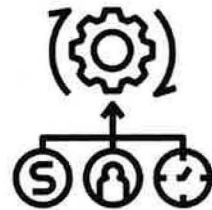


Education & Outreach

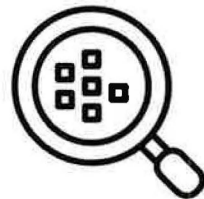


## Barriers

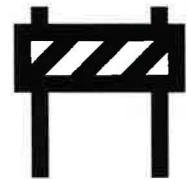
Challenges that  
impede  
addressing or  
integrating equity



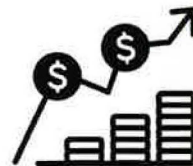
Resources



Access to Data



Barriers to Participation



High Upfront Costs

Where  
opportunity lies



**Accessible Financing**



**Just Transition Programs**



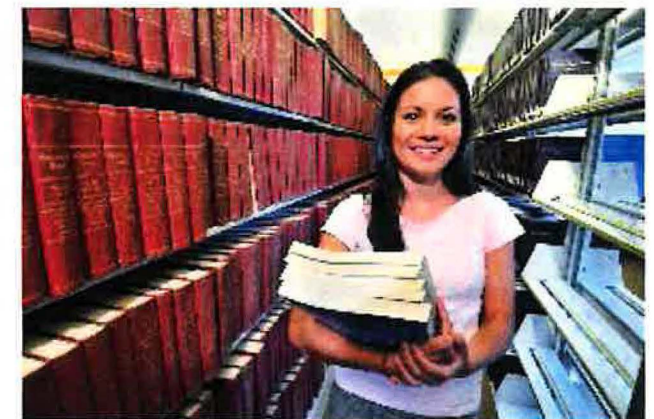
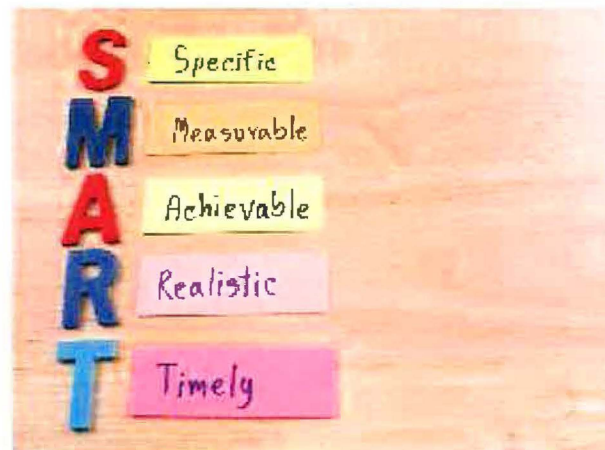
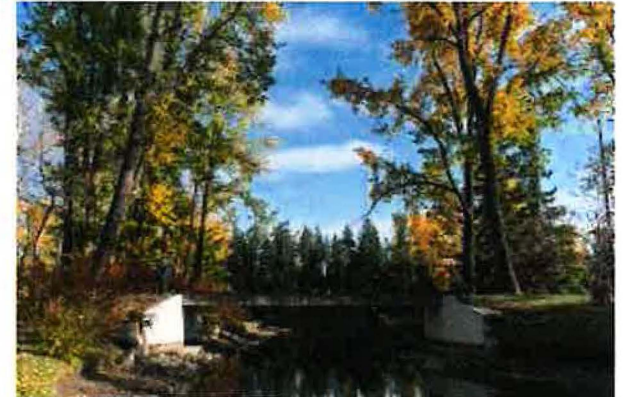
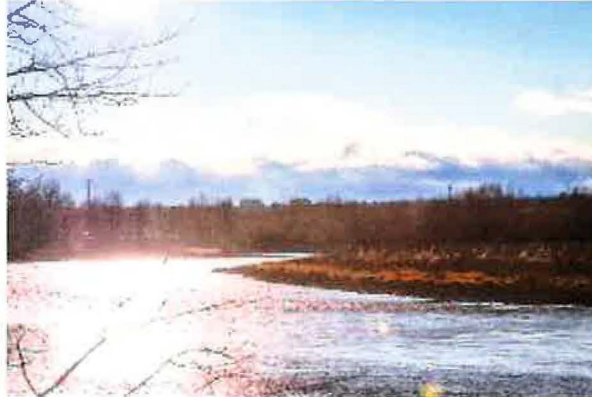
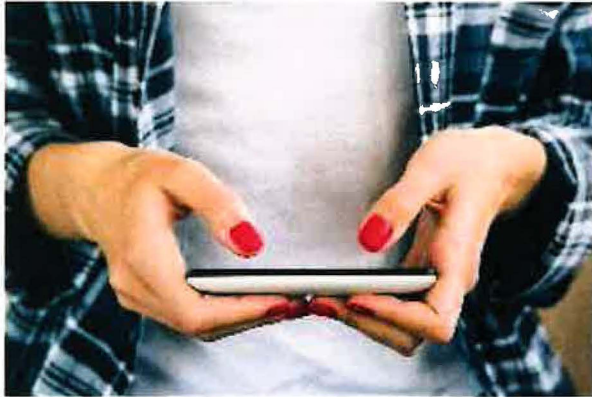
**Partnerships with Community  
Organizations**



**"A lot of the countries and  
groups of people that are putting in a lot of climate work  
will disproportionately feel the effects of climate change.  
And they're not even the people that created  
this mess in the first place."**

**— Elsa Mengistu**

# Connecting and Protecting Citizens and Communities & Operating, Maintaining and Delivering Critical Services



- Digital Equity
- Exploring Environment Equity



## Digital Equity

- What is it?
- What are the obstacles?
- What does the data tell us?
- Who is most impacted?
- What is The City's role?
- What are the opportunities?
- Next steps

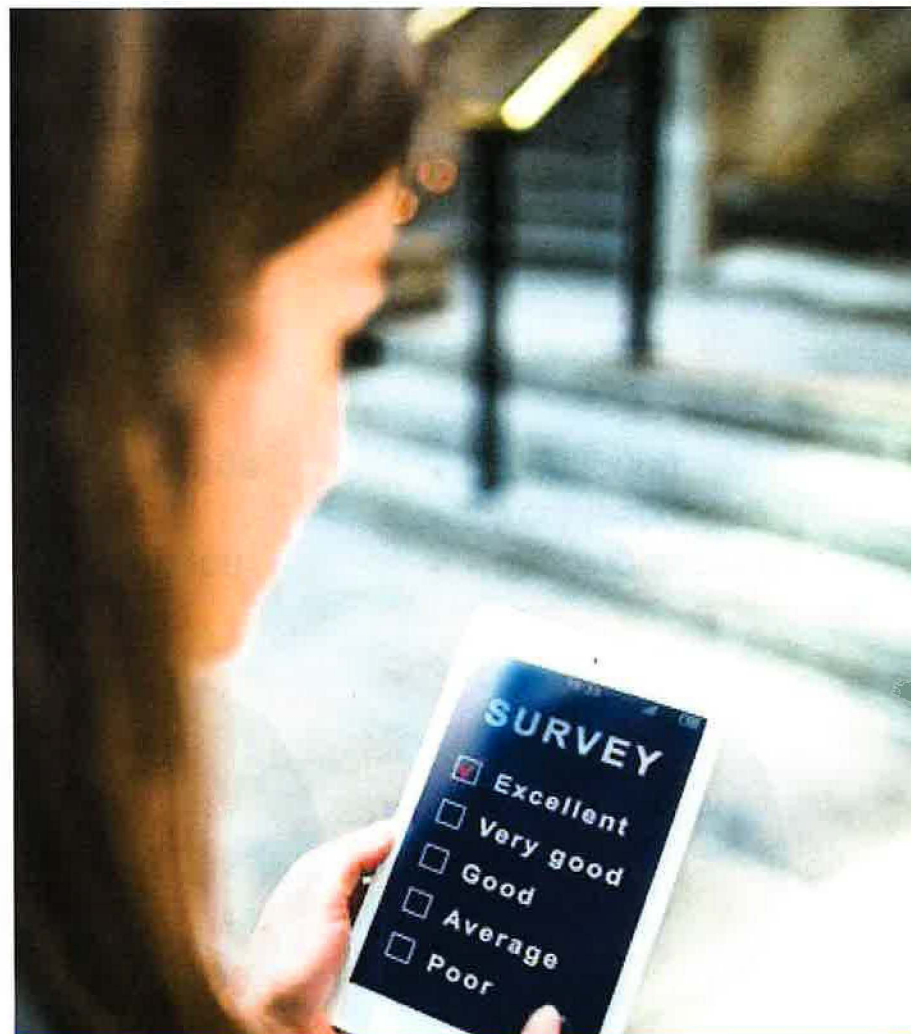






## What is Digital Equity?

- Digital Equity is a condition in which **ALL** individuals and communities have the information technology capacity needed for full participation in our society, democracy and economy.
- Digital Equity is necessary for civic and cultural participation, employment, lifelong learning, and access to essential services.



Meaningful participation in civic life and emerging economies is increasingly dependent on being connected. Reducing digital disparity is imperative to achieving our economic outcomes.

- Resilient Calgary Strategy

# What are the Obstacles?



## Hardware

- tools
- right for user
- adequate



## Access

- affordable
- reliable
- adequate
- infrastructure



## Literacy

- education
- skills
- knowledge
- training



## Sustainment

- ongoing supports
- troubleshooting
- monitoring





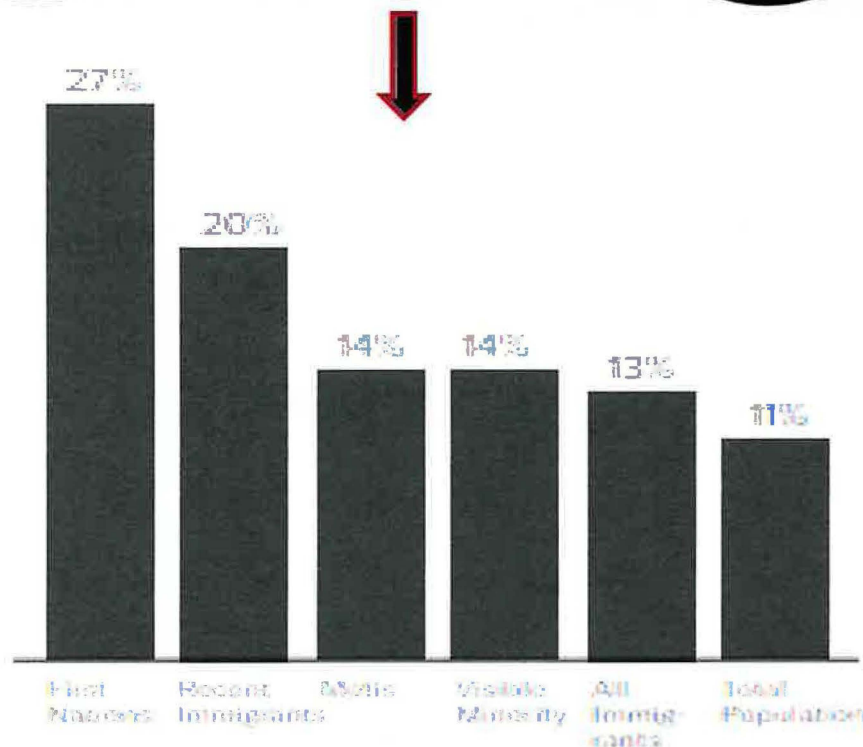
# What Does the Data Tell Us?

We need more DATA

Low-income are most impacted

Lowest Income Quartile (<\$40,000 per year)	Highest Income Quartile (\$125,000+ per year)
79% have home Internet	99% have home Internet
37% 1+ device	44% 1+ device
24% mobile device only	8% mobile device only
9.1% income to comms	1.8% income to comms

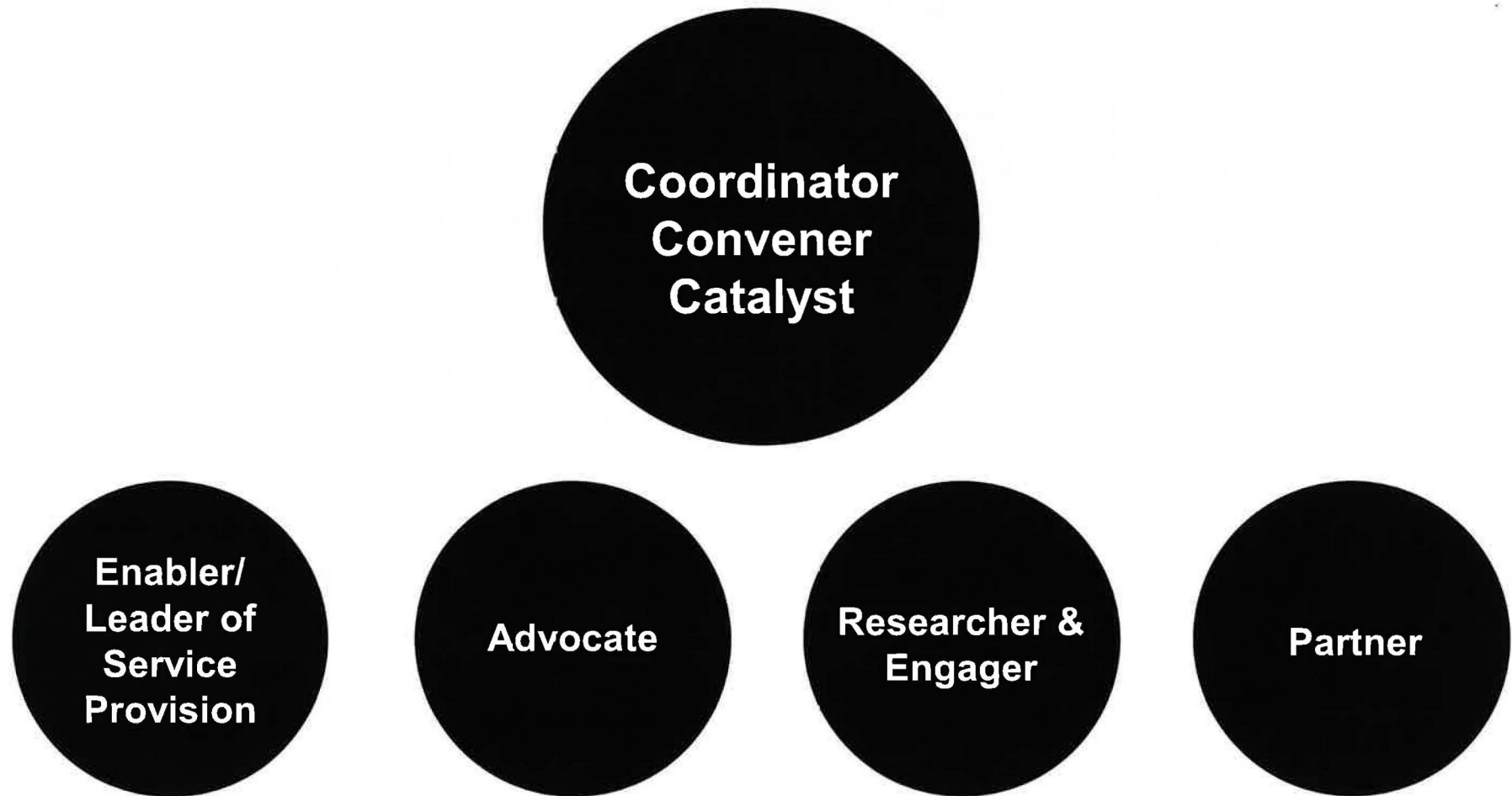
# Who is Most Impacted?





# What is The City's Role?

**How can The City of Calgary help?**



## What are the Opportunities?

- To ensure digital equity for **all** Calgarians.
- To build a collective, community approach to ensure Calgarians have the hardware, access and digital literacy skills they need to fully engage and participate online in our community, economy and society.





## Next Steps

### **What We Know**

- This requires a community approach.
- We have willing community stakeholders who are looking for City to lead.
- We need better data specific to Calgary to prioritize our actions.

### **What We Are Doing**

- Hire – 2 dedicated positions for 1 year
- Collaborate – building a strategy WITH our community
- Research – to better understand challenges in Calgary

### **A Challenge!**

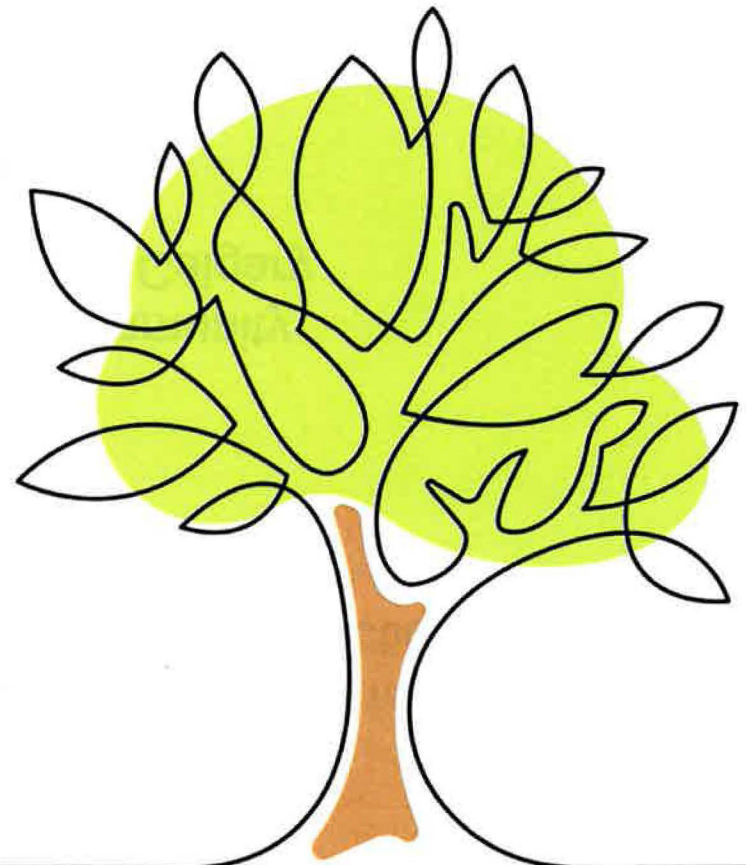
- What have you heard from your constituents?
- Who else can we invite into the conversation?



## Exploring Environmental Equity

### Agenda

1. What is Environmental Equity?
2. Where are we today?
3. What have we started to do?
4. What are the barriers?
5. Where do we go from here?





## Environmental Equity Definition

- Protection from pollution
- Receive the benefits the environment provides
- Ability to use and participate in environmental programs and services

*Environmental equity refers to protection from **environmental** hazards as well as access to **environmental** benefits, regardless of income, race, and other characteristics.*

*It takes an intergenerational perspective, meaning equity is also considered for future Calgarians.*



## Where are today? What don't we know?

Our existing surveys, maps and data indicate many positive attributes about Calgary's environment but are they telling the whole story?

Have we asked the right questions with racialized communities, underrepresented or under-privileged groups in mind?

Do we understand why it is important?



**95%**  
are satisfied with  
drinking water



**93%**  
are satisfied with Calgary's  
parks, playgrounds,  
and other open spaces



**92%**  
are satisfied with the  
residential Blue Car  
recycling program



**8.22%**  
Tree canopy  
area



**93%**  
are satisfied with residential  
garbage collection service



**93%**  
are satisfied with protection  
from river flooding



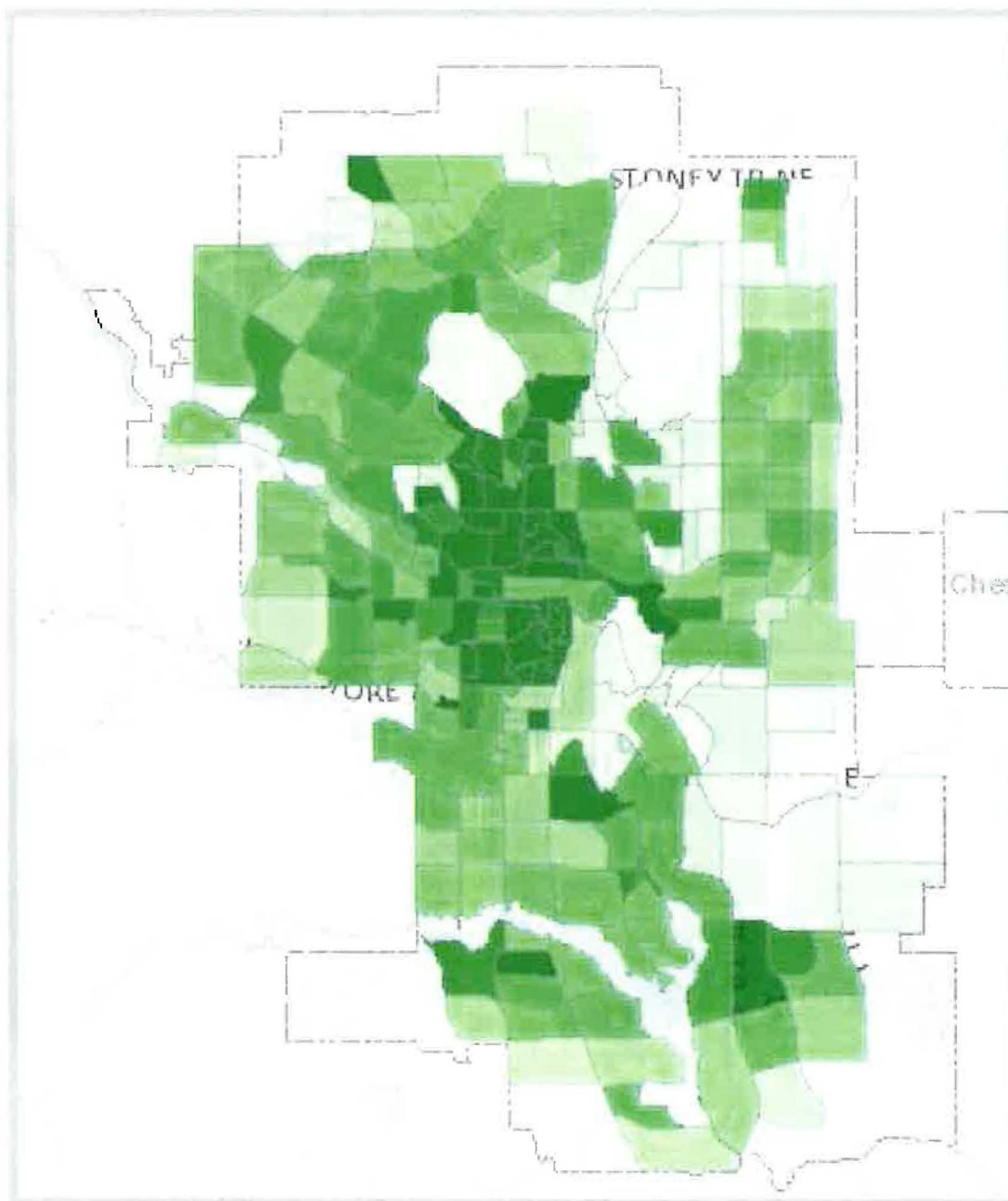
**99.6%**  
Live within  
450m of a park



**90%**  
Days rated  
as good  
air quality



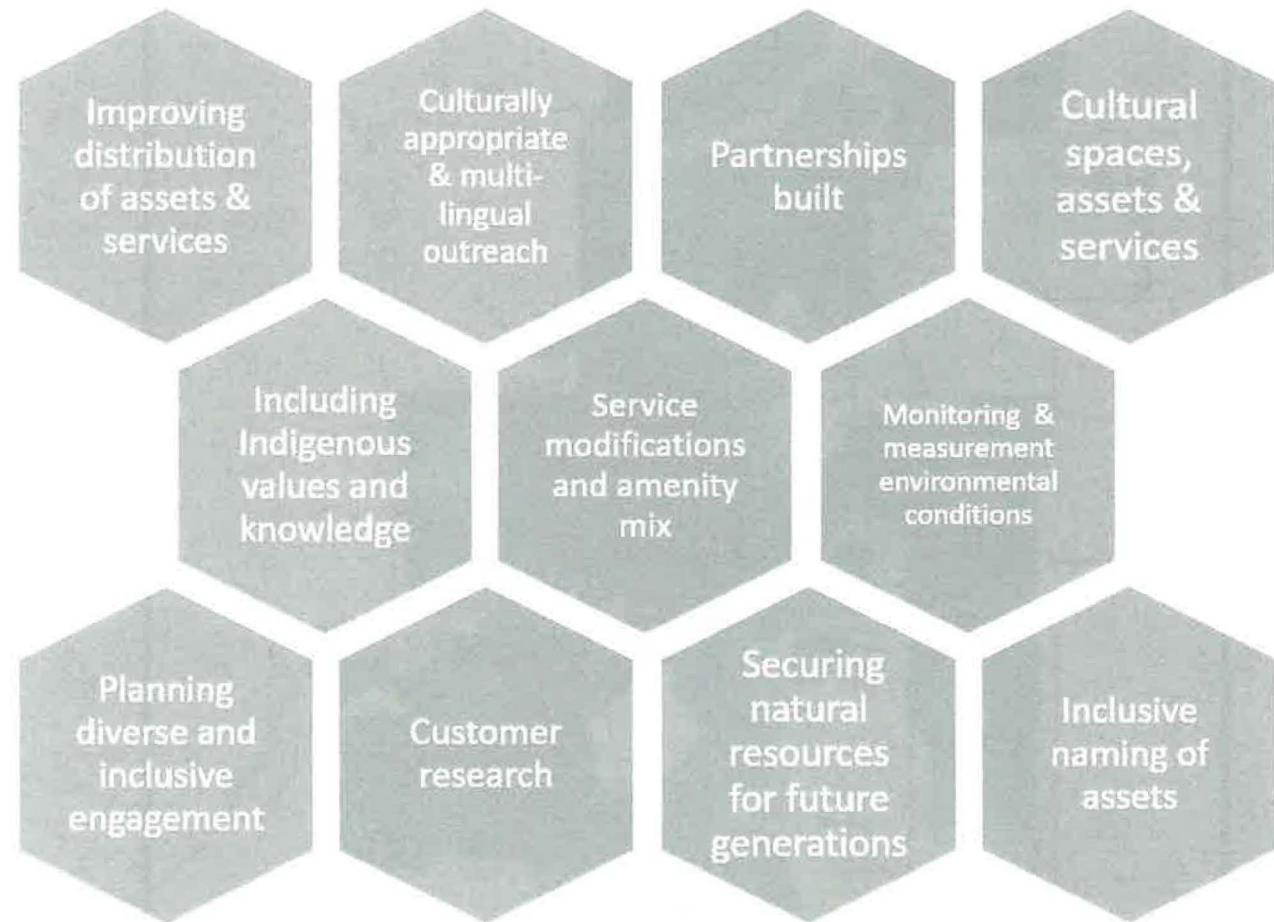
# Public tree inventory tells part of the story



## What have we started to do?

We have initiated action to explore and address equity in policy, programs, services and communication.

But we can do more...

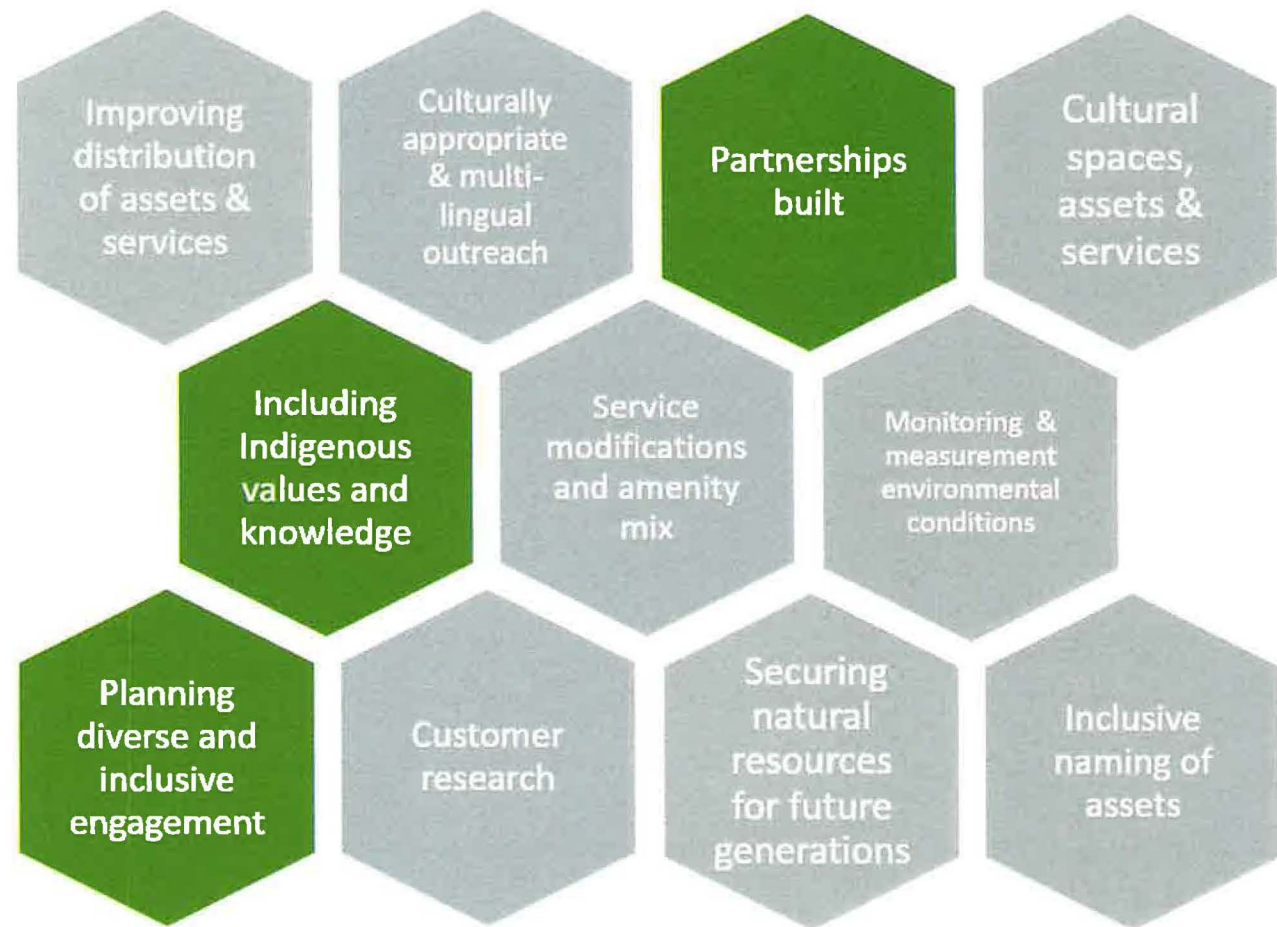




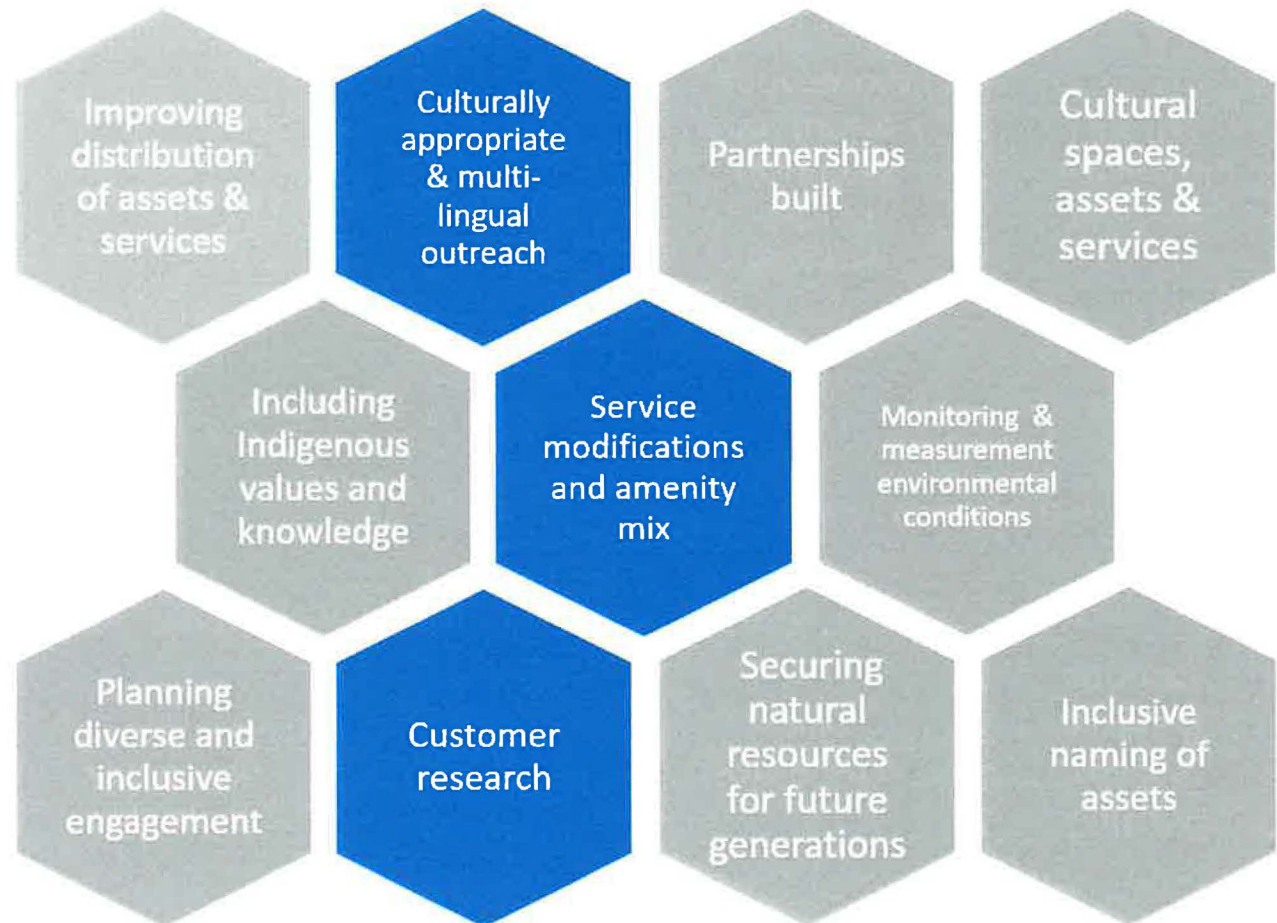
## What have we started to do?



Image Source: [Global TV](#)



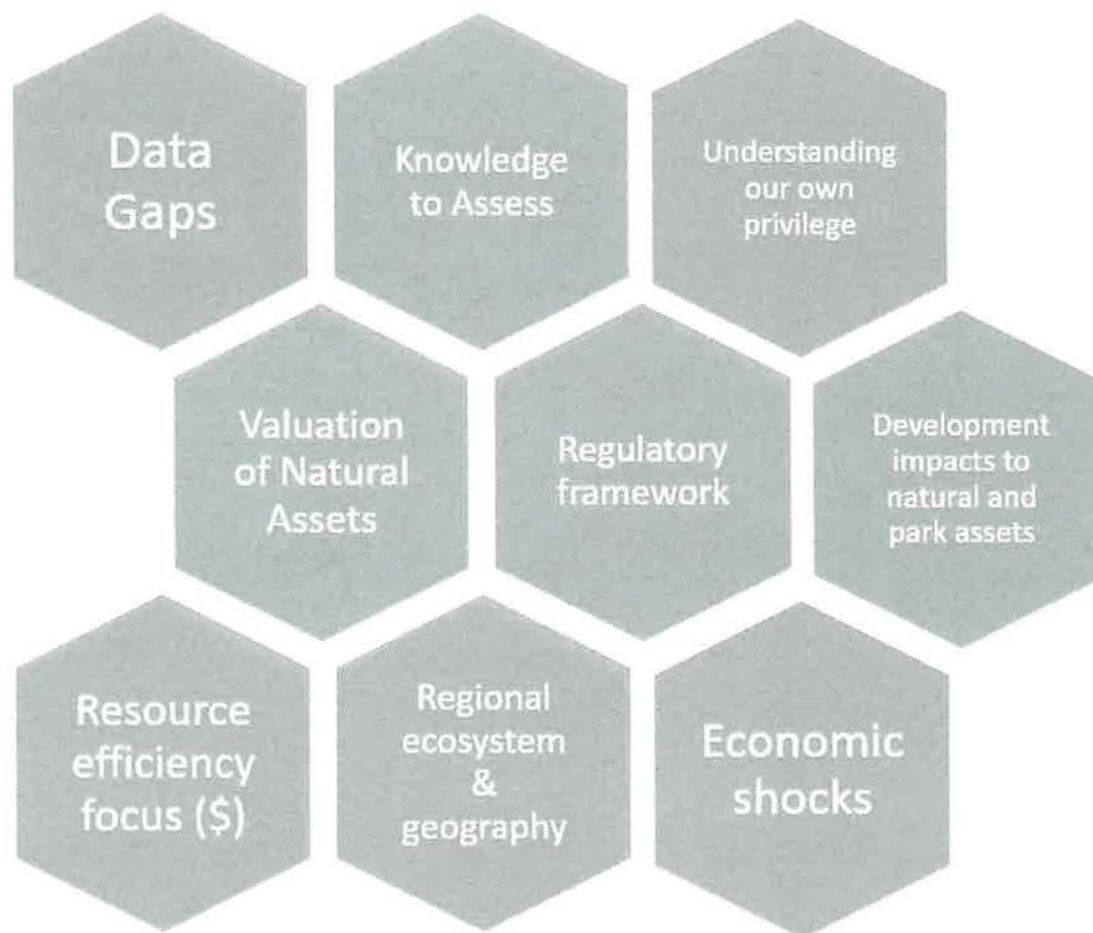
## What have we started to do?





## What are the barriers?

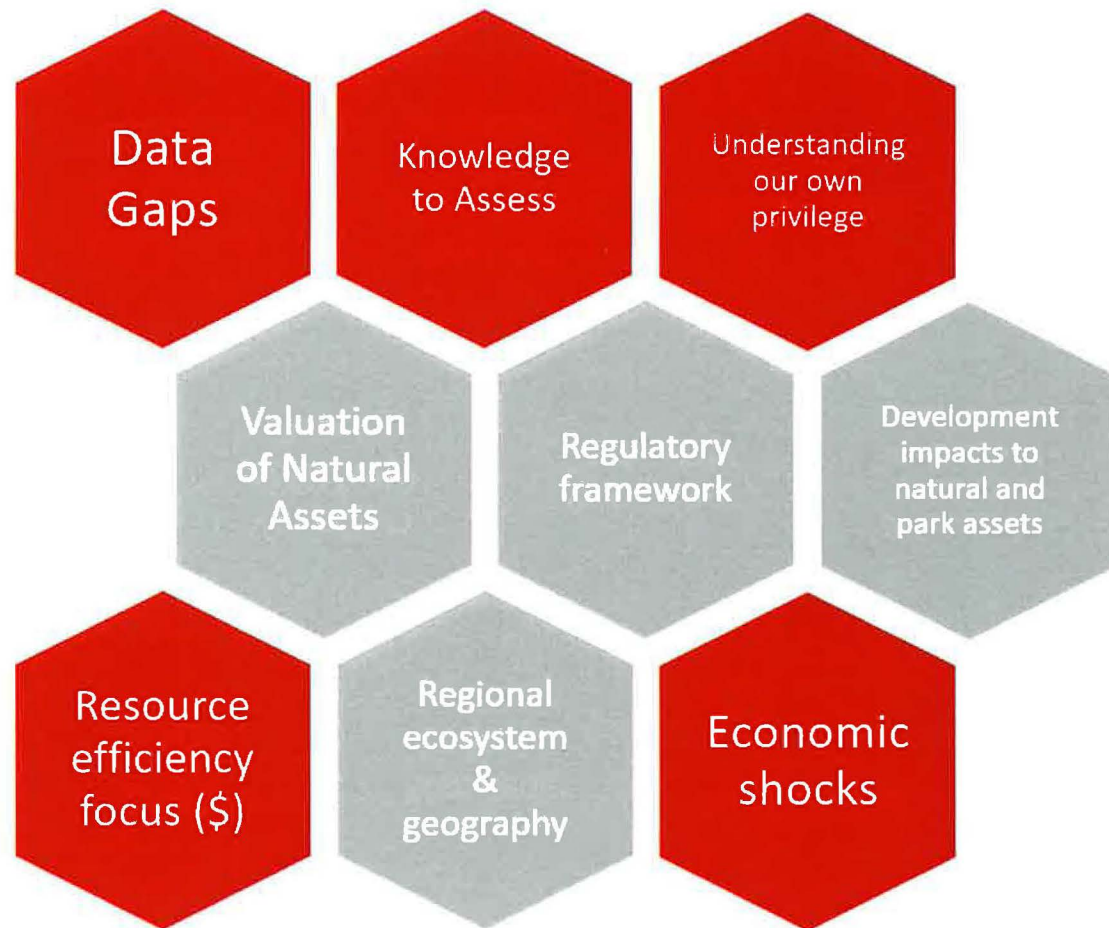
Challenges that impede addressing or integrating equity



## What are the barriers?

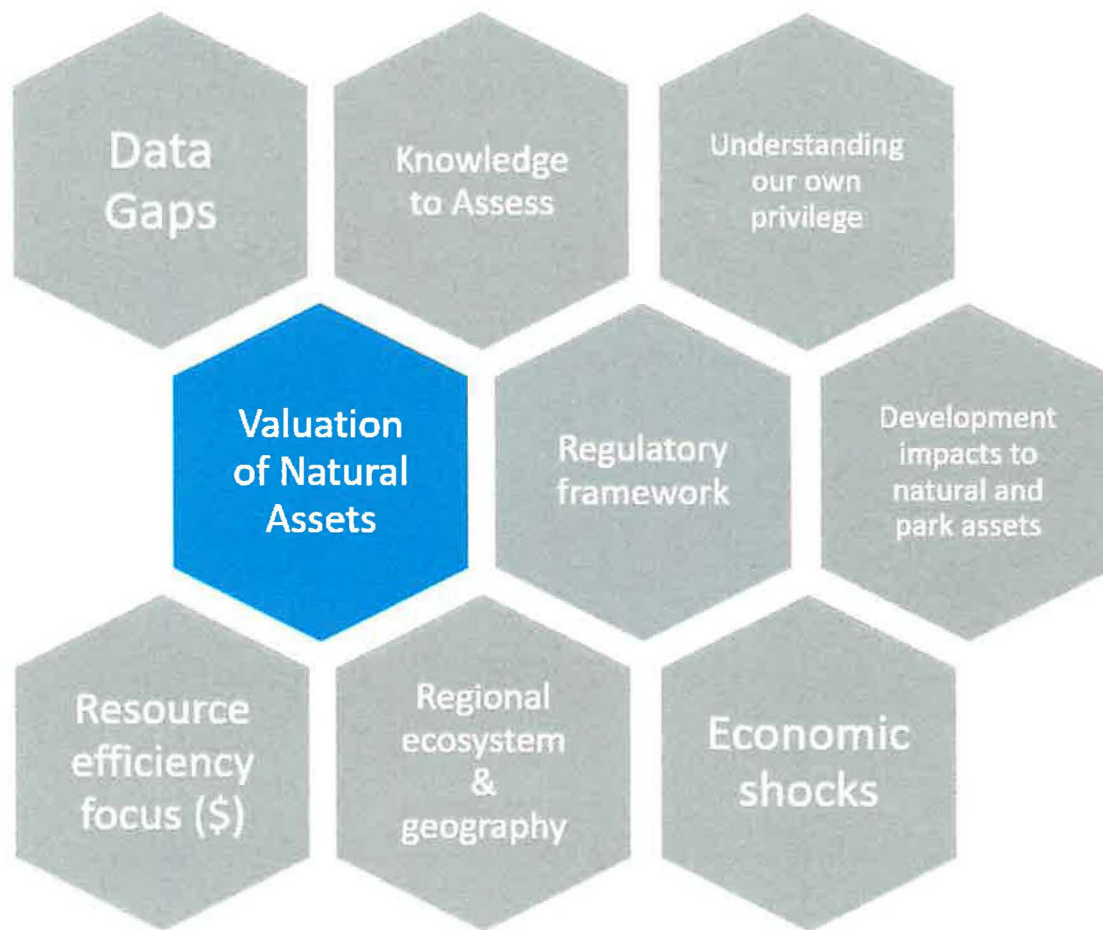
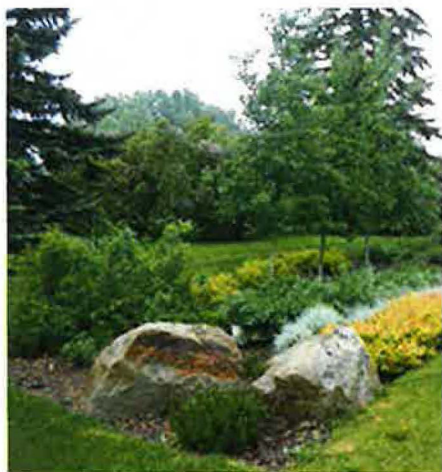


Image Source: [CBC](#) (CRAZ)

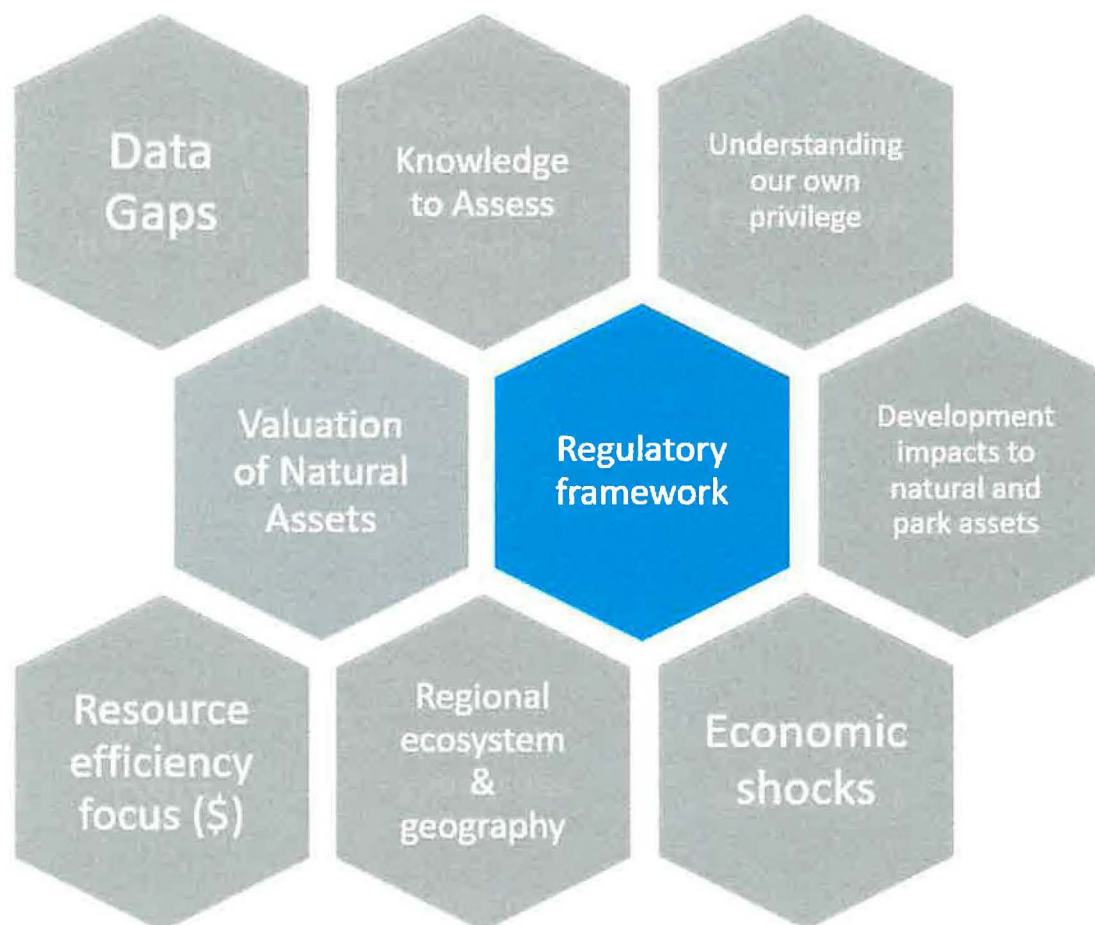
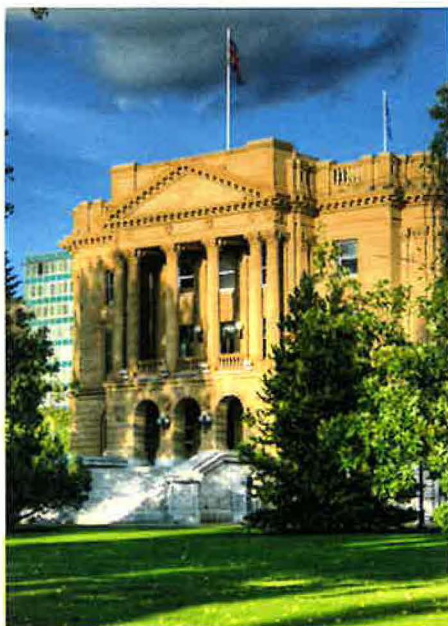




## What are the barriers?

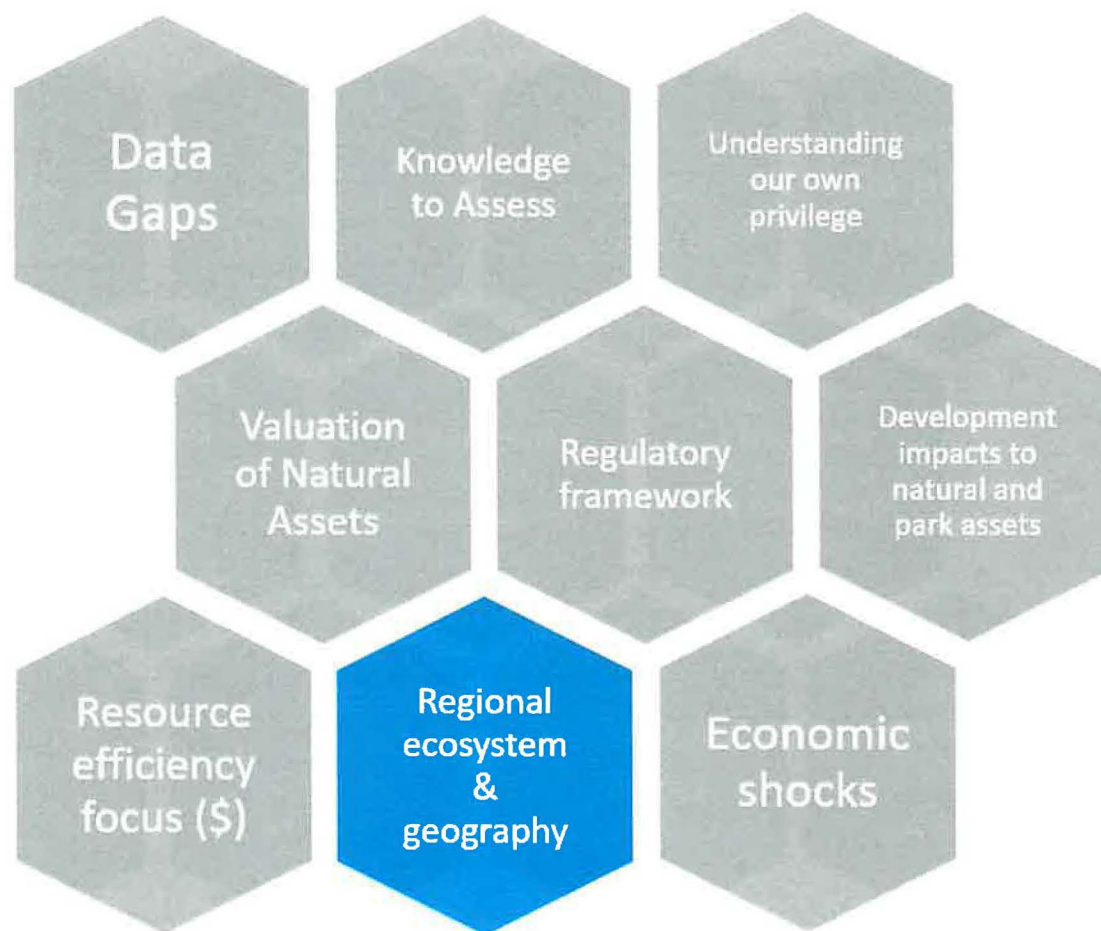


## What are the barriers?





## What are the barriers?



This Photo by Unknown Author is licensed under [CC BY-SA](#)

## Where does opportunity lie?





## Where does opportunity lie?

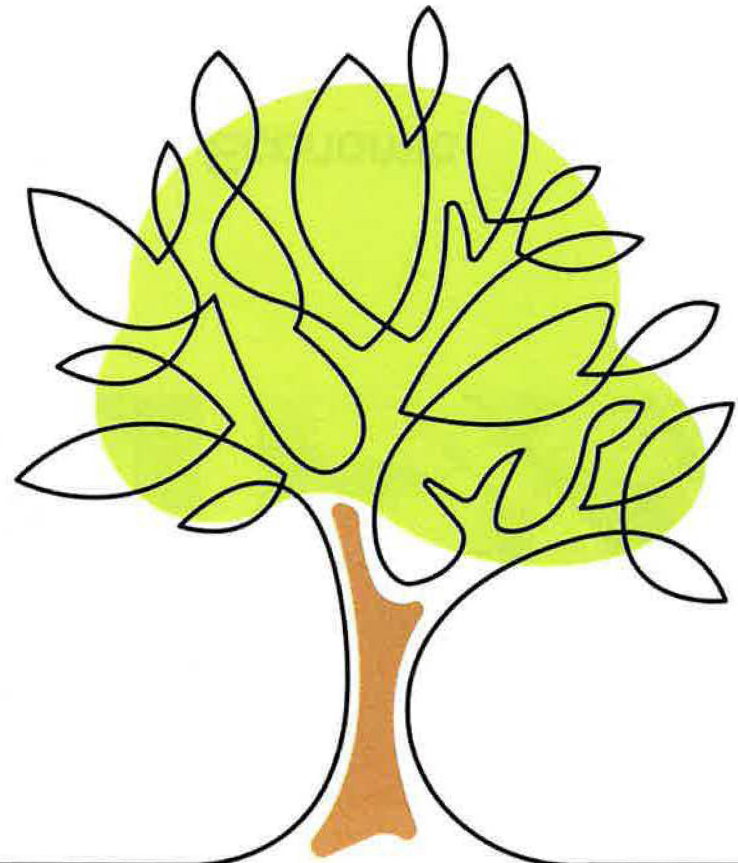


## Where does opportunity lie?



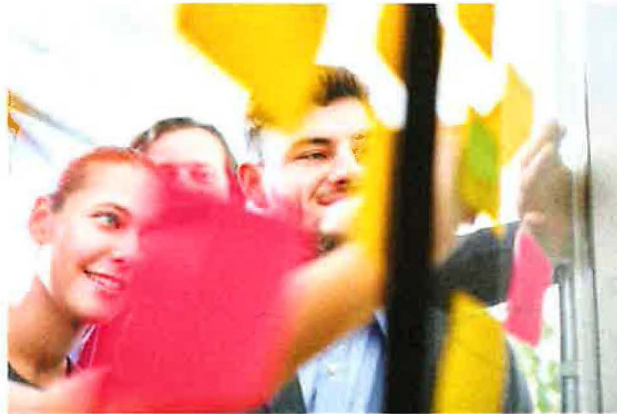


Thank you



June 28, 2021

# Empowering and Enabling Employees & Driving Value and Performance



- Civic Participation in Decision Making
- Economic Participation: A focus on Indigenous Economic Reconciliation
- Using Equity to Drive Performance and Value with Enabling Services





Calgary



# Civic Participation in Decision Making

Strategic Session of Council  
June 28, 2021

- Focuses on the many ways that people who live, work, or play in Calgary **connect** with or **participate** in municipal government.
- May include involvement in **decision making** and is often about effecting **change** in some way.
- Contributes to the **wellbeing** of communities and **making life better** for everyone.
- Includes **everyone** who impacts Calgary and area as individuals, organizations, businesses, as well as indigenous neighbours and communities.





## Barriers Related To

- Language & Culture
- Ability or Disability
- Technology
- Time & Resources
- Belonging & Trust

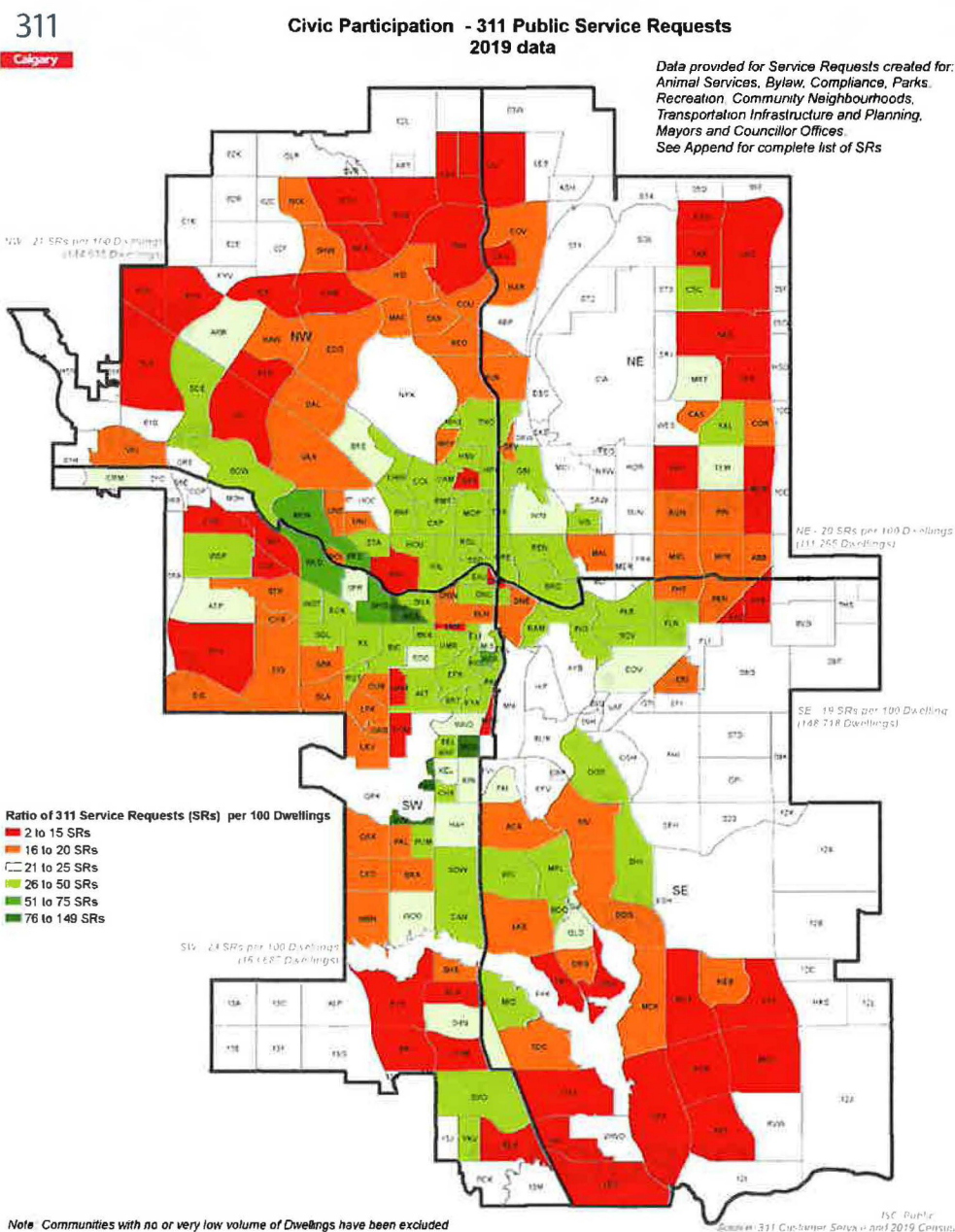
## Specific Examples

- 311
- Boards, Commissions and Committees
- Public Engagement





# Data Behind the Story: 311 Service Requests







## Meet Lifan

- Senior and long-time Chinatown resident
- Wants to license her new pet
- Has had bad experiences with automated phone systems in the past



## Meet Karun

- Moved to Calgary 2014
- Certified accountant in India
- 20 years of experience specializing in municipal financial management in New Delhi



# Data Behind the Story: Boards, Commissions and Committees

"Where were you born?"

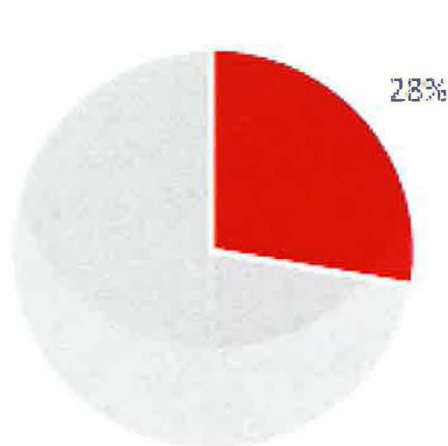


**Source:** City of Calgary, 2020 BCC applicant and appointee demographic surveys; Statistics Canada, 2016 Census

# Data Behind the Story: Boards, Commissions and Committees

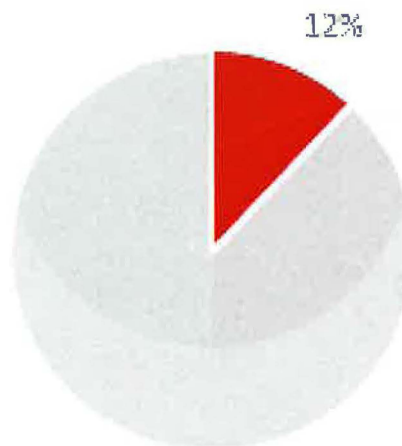
"If you were born outside of Canada, **how long have you lived in Canada?**"

BCC Applicants



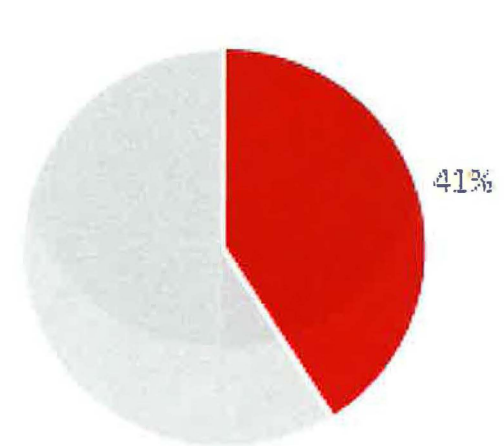
■ 0-10 years ■ >10 years

BCC Appointees



■ 0-10 years ■ >10 years

Calgary



■ 0-10 years ■ >10 years

**Source:** City of Calgary, 2020 BCC applicant and appointee demographic surveys; Statistics Canada, 2016 Census



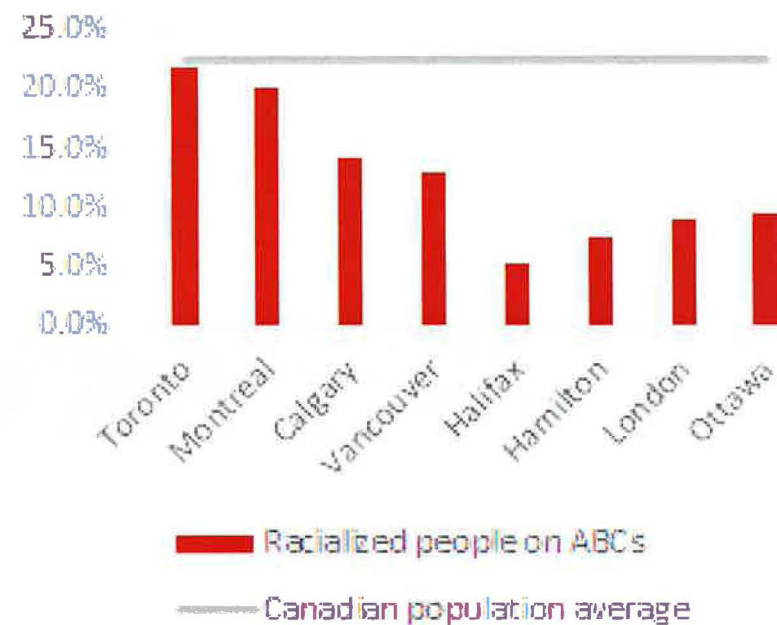


# Data Behind the Story: Boards, Commissions and Committees

Women on Municipal ABCs



Racialized people on Municipal ABCs



**Source:** Ryerson University Ted Rogers School of Management Diversity Institute, DiversityLeads 2020



## Data Behind the Story: Engagement

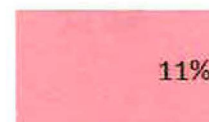
Engagement participants with children  
in the home



Calgary households with children in  
the home



Engagement participants that identify as  
a visible minority



Calgarians who identify as a visible  
minority





## Meet Doreen

- New mom with a young kid at home
- Loves her neighbourhood and wants to make a difference
- Works hard on the things that she cares about





## **Empower teams to...**

- Collect disaggregated data and share better between groups
- Build new relationships and trust with populations at risk of exclusion
- Reduce barriers by providing technology and offering a variety of times and locations





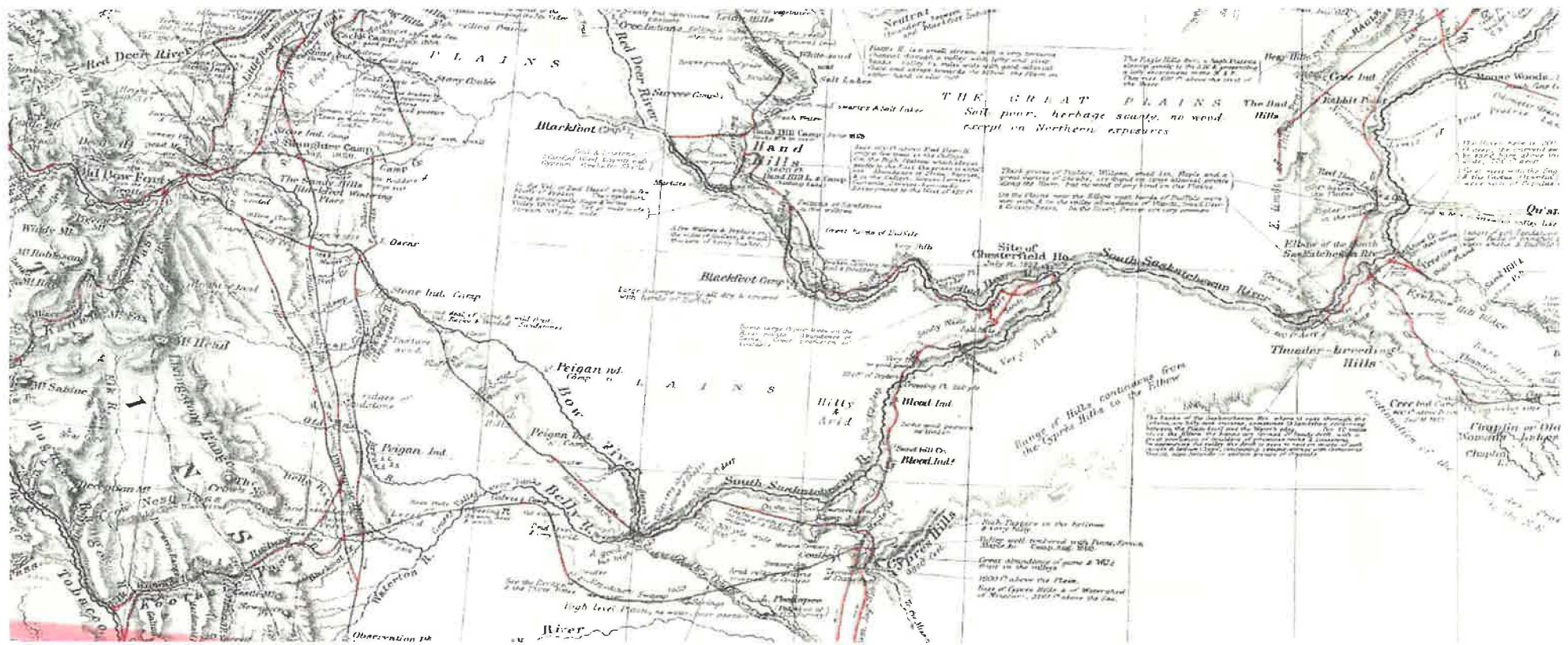
# **Invest** in actions and services...

- Offer childcare
- Fund translation and interpretation supports
- Ensure appropriate work timelines for community outreach and relationship building

# Challenge processes and structures..

- Increase lived experience within Administration
- Pay participants for their subject matter expertise and effort
- Advance from listening and learning to true collaboration with participatory decision-making

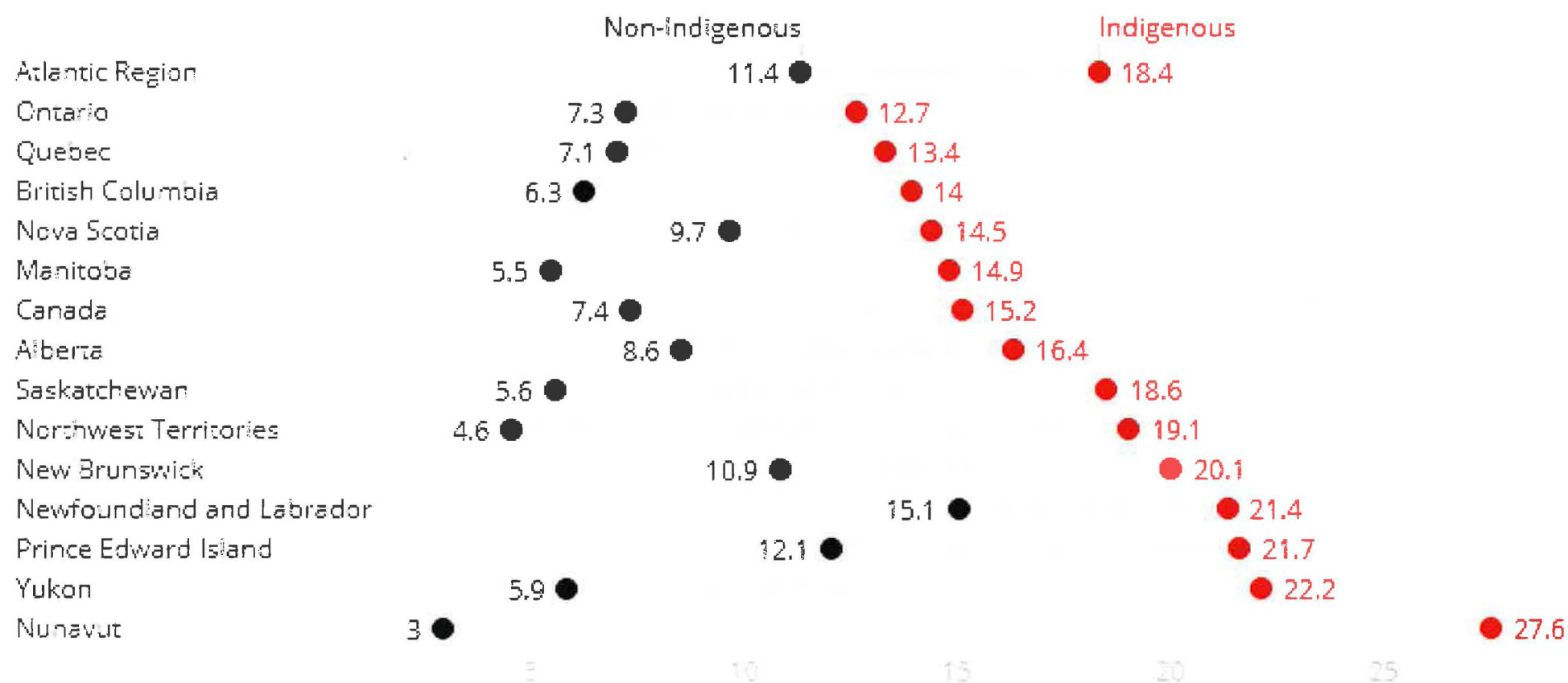




## Economic Participation: A focus on Indigenous Economic Reconciliation

## Gaps in unemployment rate among Indigenous and non-Indigenous populations 15 and older, 2016

Unemployment rates are higher among Indigenous individuals in every Canadian province and territory, compared to the rest of the population.

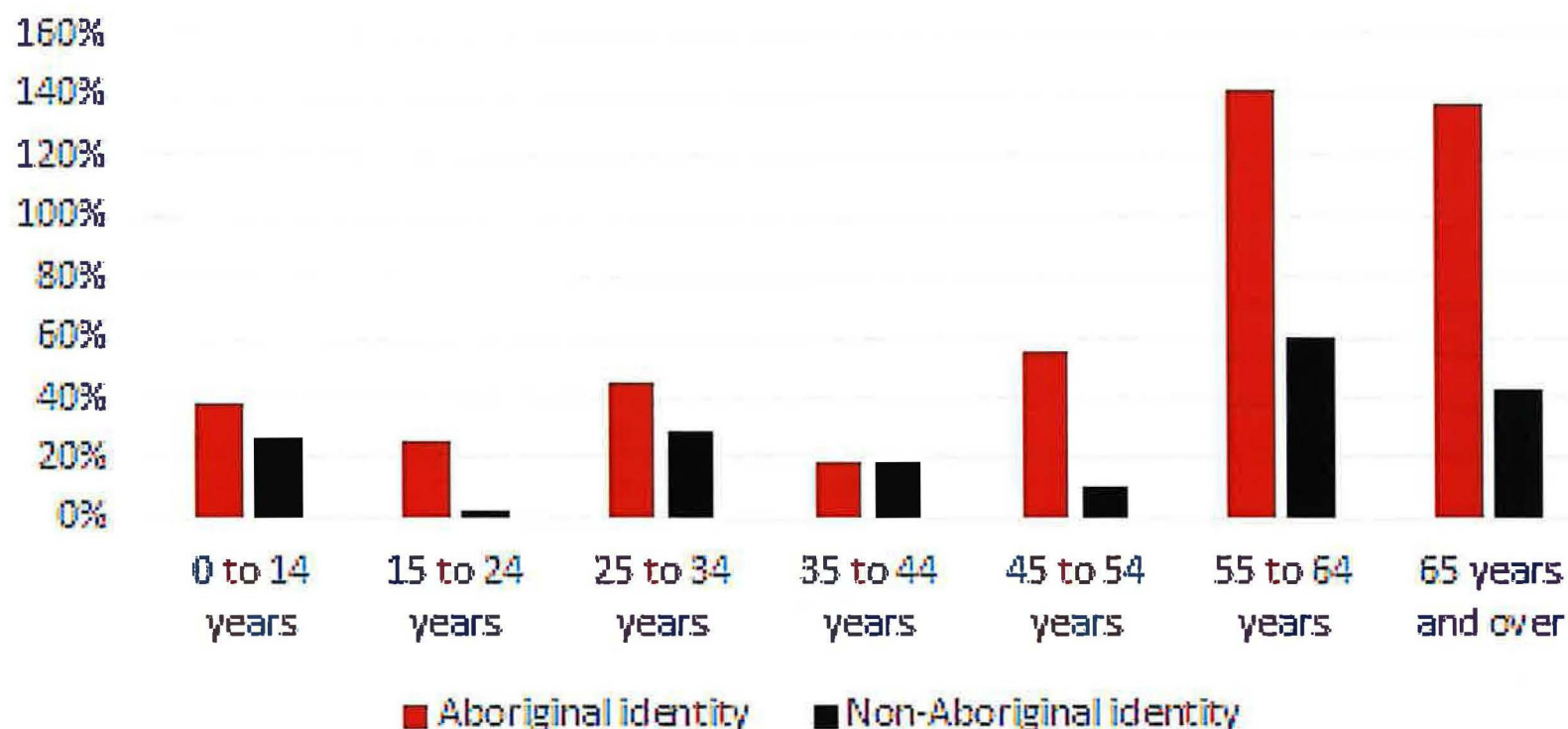






# Overall Indigenous Population Growth

Per cent population change, Calgary, 2006 to 2016



# Gaps in Indigenous Business

## Counts of businesses per 1,000 residents by industry

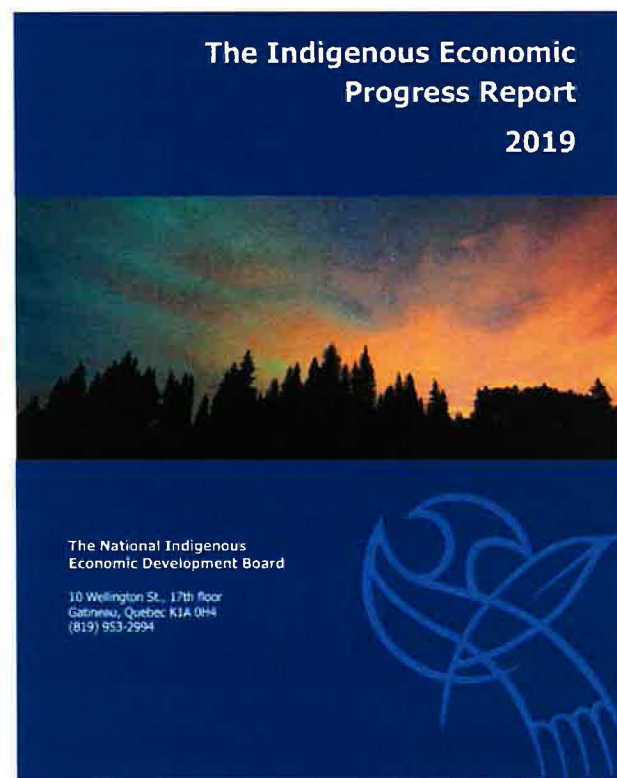
Business Sector	First Nations		Non-Indigenous Comparison Group		Non-Indigenous to First Nation Ratio	
	Non-Employer	Employer	Non-Employer	Employer	Non-Employer	Employer
Counts of businesses per 1,000 residents						
Goods (non-resource)	3.3	1.5	13.1	6.3	3.97	4.20
Goods (resource)	6.6	0.9	53.6	7.8	8.12	8.67
Service	23.9	5.3	109.3	17.5	4.57	3.30
Average	11.3	2.6	58.7	10.5	5.21	4.10

Source: Based on January 2017 Business Registry and 2011 Census of Population data.

- Non-Indigenous Canadians 4 times more likely to be entrepreneurs than Indigenous counter-parts
- 2020: Almost 54K businesses in Calgary. Only 94 were Indigenous

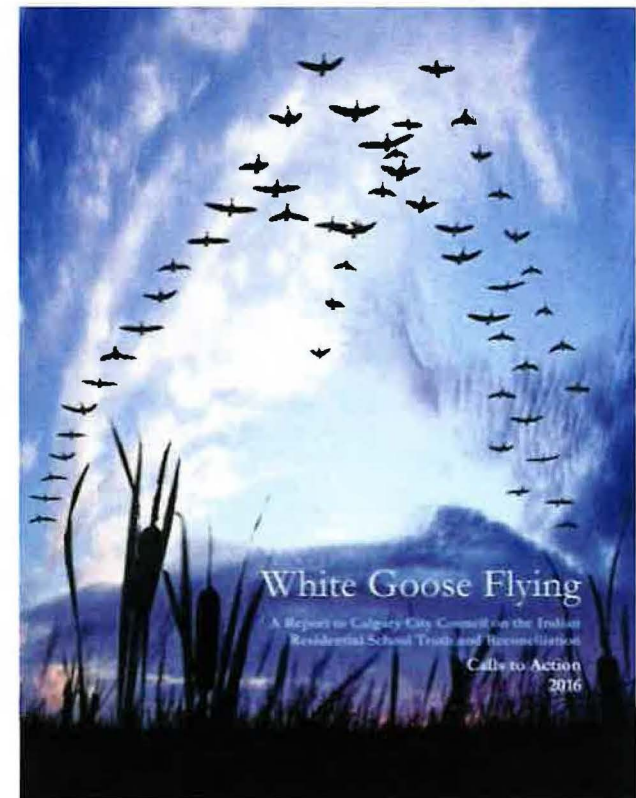


- "...closing the significant opportunity gaps between Indigenous and non-Indigenous Canadians, which if addressed, would boost Canada's economy by **\$27.7 billion annually.**" The Indigenous Economic Progress Report – 2019
- The Alberta Native Provincial Hockey Championships tournament brings an estimated direct spend of **\$23 million dollars** to the Edmonton Region. -  
<https://www.aptncommunity.ca/event/25th-annual-alberta-native-hockey-provincial-championships/>



# The City and Indigenous Economic Reconciliation

- Indigenous Policy
- White Goose Flying Report





## Indigenous Economic Reconciliation: Opportunities

- Business and Local Economy Team
- Business Perspectives Panel
- Benefit Driven Procurement
- Youth Employment

## Additional Opportunities

- Relationships
- Representation
- Indigenous Leadership
- Communication
- Data and Research Gaps





## Using Equity to Drive Performance and Value with Enabling Services



# There is an Opportunity for Strategic Actions



Generating **I**NSIGHTS and sharing them to advance collective learning at The City

**M**EAASURING The City's progress to hold ourselves accountable

Developing and Updating City **P**OLICIES for a more level playing field

Ensuring **A**CCESS for all Calgarians to City services and decision-making

Nourishing a **C**ULTURE that promotes trust and perception of fairness in City decisions

Creating **T**OOLS to help achieve The City's aspirations



## Enabling Services – The Pathway to Drive Performance and Value

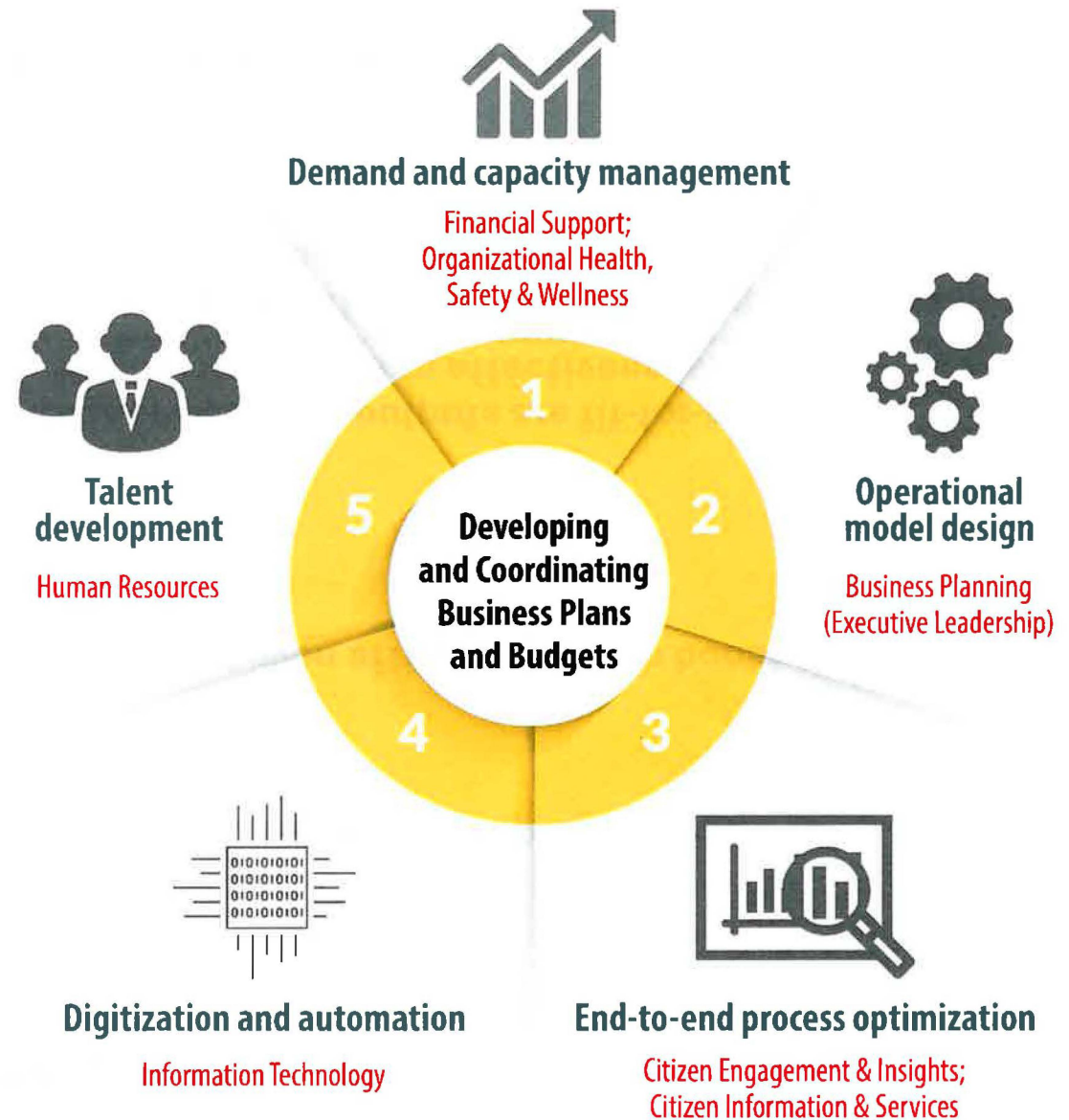
- **Equity supports better performance, when we view it as ‘productive equity.’**
- **Specifically, equity promotes fairness and even efficiency. It can boost productivity (and performance):**

### **The Productivity Equation**

$$\text{= } \frac{\text{Municipal services and outputs are fit-for-purpose  
(higher values mean **effectiveness**)}}{\text{Financial and non-financial costs of undertaking activities  
(lower values mean **efficiency**)}}$$

- **“Equity is about the equality of opportunity sets and the possibility for everyone to generate outcomes above some deprivation threshold.”**





# Enabling Services – Overview of Initiatives







# Business Planning and Budgeting - Evolution of and the Future of Embedding Equity

First Generation	Second Generation	Third Generation	Fourth Generation
<ul style="list-style-type: none"> <li>Enhance Functional Focus</li> <li>Add Multi-Year Budgets</li> </ul> 	<ul style="list-style-type: none"> <li>Add Service Focus</li> <li>Add Value Dimensions</li> </ul> 	<ul style="list-style-type: none"> <li>Enhance Value Dimensions</li> <li>Add Principles Explicitly</li> </ul> 	<ul style="list-style-type: none"> <li>Add Equity Responsive Budget</li> <li>Use equity to evaluate strategic alternatives</li> </ul> 

▶▶▶ Needs supportive value system and climate and more creative and flexible business planning and budgeting process ▶▶▶

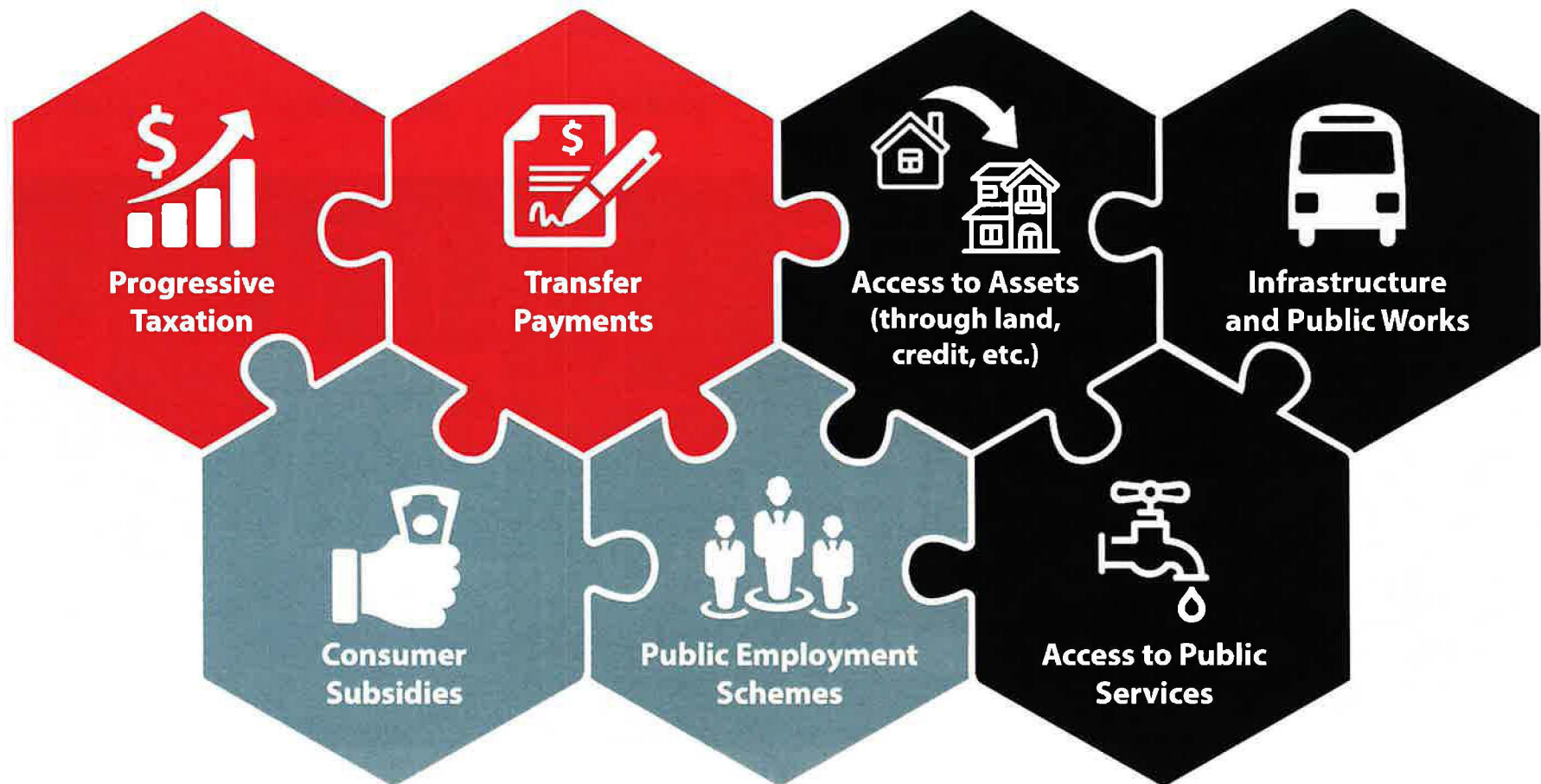
# Business Planning and Budgeting – Added “Equity” to the Value Dimensions Dolly Cart





# Business Planning and Budgeting – Barriers to Equitable Outcomes through Budgetary Actions

Scope of budgetary actions to promote 'redistribution and growth' focusing on outcomes



■ High Barrier

■ Medium Barrier

■ Low Barrier

# Opportunity for Strategic Actions – through Infrastructure & Public Works



## **I**NSIGHTS

Sharing results from investigations to implement improvements to capital investment reporting to reflect progress on equity

## **M**EASURING

Generating improved investment analytics and research practice to better inform data-driven decisions around equity

## **P**OLICIES

Refreshing capital investment guidance including Capital Infrastructure Investment Principles to explicitly reference equity

## **A**CCESS

Exploring new funding opportunities to pursue more infrastructure investments focused on equity, climate, and other priority outcomes

## **C**ULTURE

Working with Service Owners to ensure capital investment business cases address equity objectives from a service perspective

## **T**OOLS

Enhancing the prioritization process and criteria to consider equity, climate, and other priorities in investment recommendations