

## **Application to The City of Calgary Council Innovation Fund**

**Date:** 2018 July 17

**Name of Project:** Gender Equity and Diversity Baseline Assessment

**Sponsor:** Councillor Carra

**Affected Business Unit(s) and/or Departments:** All Departments

**Amount of Funds Requested:** \$170,000

### **Project Description:**

Through unanimous approval of the Gender Equity and Diversity Scoping Report (CPS2018-0362), Council directed Administration to complete a gender equity and diversity baseline assessment. This one-time assessment is required to inform the development of a strategy to advance gender equity and diversity.

The baseline assessment will reflect three domains: community (with a focus on City services); City Boards, Commissions, Committees (BCCs) and Council; and The City's workforce. Building on the scoping report, it will establish a comprehensive understanding of current state, including gaps and opportunities, and identify priority areas for action. The assessment provides a robust evidence base that will support The City to develop a strategy towards greater gender equity, diversity and, ultimately, inclusion, within the organization and in community.

Key components of the assessment include (with further detail in Table 1):

- **Baseline Data:** Collect and analyze additional City data, including with respect to City services, the experiences of City employees and the demographics and experiences of BCC appointees.
- **Policy and Process Review:** Assess BCC governance and workforce related policies and procedures to identify gaps, unintended biases and barriers, and opportunities to inform strategic actions related to gender equity and diversity.
- **Gender Based Analysis Plus (GBA+) Learning Initiative:** Pilot GBA+ with several City projects and support shared learning and evaluation across participating service lines. This initiative will strengthen our understanding of current state with respect to the integration of gender equity and diversity considerations in City service delivery while also informing the development of a cross-Corporate implementation plan. The implementation plan is anticipated to form one aspect of the strategy to advance gender equity and diversity.

### **Project Benefits – Why is this Project Needed, and Why Now?**

There is a wealth of research demonstrating the importance and value of addressing inequality, particularly with respect to gender. Greater equity and diversity contribute to improved economic outcomes as well as more inclusive and resilient communities. They drive innovation and enhanced organizational performance. Across Canada, governments are pro-actively implementing gender equity strategies and integrating related considerations into their decision-making processes to achieve more effective services and support quality of life results.

The baseline assessment is a one-time, start-up initiative that will inform the development of a gender equity and diversity strategy customized for the Calgary context with clear priorities, deliverables and

measures. This critical evidence base will ensure the strategy focuses on actions that will result in the greatest impact. The assessment will also inform a related measurement framework, which will enable progress to be tracked and actions adjusted as The City 'turns the curve' on existing inequities. Undertaking the baseline assessment now will benefit the development of the gender equity and diversity strategy, which will inform our work both in the short and long term.

Through CPS2018-0362, Council directed Administration to report back with a strategy to advance gender equity and diversity no later than Q2 2019. For the baseline assessment to inform this strategy, it is important that it move forward now, with all components to be completed by Q1 2019.

**How does this Project meet the Criteria of the Fund as set out in the Terms of Reference?**

While the value and importance of gender equity and diversity are clear, to truly move the needle on such complex issues, The City is developing a dedicated strategy. The strategy will include clear priorities that reflect our unique context along with related opportunities for Corporate policy and culture change. This one-time baseline assessment is a foundational tool that will inform development of the strategy, ensuring priorities and actions are calibrated to achieve the greatest impact.

The baseline assessment aligns with the Council Innovation Fund's purpose to support one-time start-up funding of projects that can impact corporate policy and procedures. It supports innovation in the immediate through the GBA+ Learning Initiative as well as innovation in the longer-term by providing robust data and analysis that inform tailored actions aimed at systems-level change.

The baseline assessment has corporate-wide relevance, including through alignment with the Fair Calgary Policy, the Respectful Workplace Policy, Human Resources' Diversity and Inclusion Framework and Strategy, the Governance and Appointments of Boards, Commissions and Committees Policy, the Community Strategies service line, the Inclusive Leadership and Decision-Making stream of the Resiliency Strategy, the Social Wellbeing Principles and the development of a related Social Wellbeing Policy.

In addition, the assessment advances the following Council priorities:

A Prosperous City – Supporting The City of Calgary and Calgary as a whole to continue to attract diverse talent, build resiliency and act as a place where there is opportunity for all.

A City of Safe and Inspiring Neighbourhoods – Supporting the realization of safe, accessible and inclusive neighbourhoods that foster the opportunity for diverse community members to participate in civic life and equally benefit from City services.

A City That Moves – Ensuring diverse women, men and gender diverse people can access safe and affordable transportation choices. Supporting understanding of differing safety priorities and considerations for diverse groups and identifying tangible actions to address these different needs.

A Healthy and Green City – Supporting the delivery of equitable City services that reflect the diverse needs of Calgarians with respect to recreation and active living opportunities.

A Well-Run City – The City of Calgary is further supported as a high performance organization that leverages diverse talents, engages in evidence-based, quality decision-making and delivers efficient and effective services.

### **Project Overview and Budget**

As noted as a possibility in CPS2018-0362, funding is being sought from the Council Innovation Fund to support components of the baseline assessment. After a review of the budgets of business units leading the work of the baseline assessment along with consideration of pressing timelines, needed funds cannot be absorbed in existing budgets in 2018.

The baseline assessment includes several components, as outlined in Table 1. Work on the baseline assessment will start immediately with the intent of being completed no later than Q1 2019 to inform development of the strategy. The assessment will leverage significant internal City resources, including from Calgary Neighbourhoods, Human Resources, the City Clerk's Office and the Civic Innovation Team, throughout design and implementation. Additional funding is required with specific aspects of the assessment, where supplementary expertise or third party neutrality is necessary. This additional capacity will be secured through select consultancy contracts with external experts. The funding requirements are noted as external support in Table 1.

A summary of key findings from the baseline assessment will be reported back to Council in Q2 2019 as part of the strategy to advance gender equity and diversity and will reflect the initiatives outlined in Table 1.

**Table 1. Project Overview and Budget**

Component	Initiatives	Timeline	Resources and Budget
<b>1. Baseline Data</b>	<b>A. City Data and Inventory of City Initiatives</b> <ul style="list-style-type: none"> <li>Collect and analyze City data and develop an updated inventory of relevant City initiatives.</li> </ul>	Q3-Q4 2018	Internal Support
	<b>B. Demographics and Experiences of BCC Applicants/Appointees and Council Candidates</b> <ul style="list-style-type: none"> <li>Collect and analyze demographic data along with qualitative data regarding experiences of BCC applicants/appointees and Council candidates, including barriers and opportunities, related to gender equity and diversity.</li> </ul>	Q3-Q4 2018	Internal Support
	<b>C. Experiences of City Employees</b> <ul style="list-style-type: none"> <li>Collect and analyze qualitative data regarding employee perceptions and experiences, including barriers and opportunities, related to gender equity and diversity in the workplace.</li> </ul>	Q3-Q4 2018	External Support \$60,000
	<b>D. City Services Review</b> <ul style="list-style-type: none"> <li>Collect and analyze information from Service Owners on how gender equity and diversity considerations are currently taken into account in the development and delivery of service(s), related barriers and how this could be improved moving forward.</li> </ul>	Q3-Q4 2018	Internal Support
<b>2. Policy Review</b>	<b>E. BCC Governance Policy and Process Review</b> <ul style="list-style-type: none"> <li>Assessment of BCC governance-related policies and processes to identify gaps, barriers and opportunities related to gender equity and diversity.</li> </ul>	Q3-Q4 2018	External Support \$25,000
	<b>F. Workforce Policy and Process Review</b> <ul style="list-style-type: none"> <li>Assessment of select workforce-related policies and processes to identify gaps, barriers and opportunities related to gender equity and diversity.</li> </ul>	Q3-Q4 2018	External Support \$45,000
<b>3. GBA+ Learning Initiative</b>	<b>G. GBA+ Learning Initiative</b> <ul style="list-style-type: none"> <li>Pilot GBA+ across 2-4 City service lines, support and document shared learning, evaluate outcomes, and identify considerations for cross-Corporate implementation.</li> </ul>	Q3 2018-Q1 2019	Internal/External Support \$40,000
<b>Total Budget</b>			<b>\$170,000</b>