

Community Services Report to  
SPC on Community and Protective Services  
2019 June 12

ISC: UNRESTRICTED  
CPS2019-0729

## **Gender Equity, Diversity and Inclusion Strategy**

### **EXECUTIVE SUMMARY**

The Gender Equity, Diversity and Inclusion Strategy (the 'Strategy', Attachment 1) presents new and enhanced strategic actions that build on the work The City of Calgary is currently undertaking related to diversity and inclusion. The primary focus of the Strategy is ensuring gender equity considerations in planning and decision-making with respect to City service delivery, Council Boards, Commissions and Committees, and The City's workforce.

To inform the development of the Strategy, Council directed Administration to complete a baseline assessment. Multiple approaches were used to complete the baseline assessment including data analysis; policy and process reviews; and a Gender Based Analysis Plus (GBA+) Learning Initiative.

The Strategy is comprised of four areas of focus, which are evidence-based and informed by the leading practices of municipal, provincial and federal governments and corporate sector organizations. The four areas of focus are:

- Leadership accountability;
- Data-informed decision making;
- Education and awareness; and
- Addressing barriers to participation.

The Strategy is a mechanism to advance The City of Calgary vision, *Calgary: a great place to make a living, a great place to make a life*; our Corporate values; and our common purpose of *Making life better every day*. Adopting the Strategy and implementing the strategic actions will communicate to employees and citizens that Council and Administration are committed to an equitable, diverse and inclusive organization.

### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee (SPC) on Community and Protective Services (CPS) recommend that Council:

1. Approve the Gender Equity, Diversity and Inclusion Strategy and direct Administration to implement the actions outlined (Attachment 1);
2. Accept this report as the report back on the Gender Equity and Diversity Baseline Assessment Council Innovation Fund application (PFC2018-0910); and
3. Direct Administration to develop a measurement plan and report back to Council on progress of implementation through the SPC on CPS no later than Q4 2020.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 July 30, Council approved Council Innovation Funding for the Gender Equity and Diversity Baseline Assessment in the amount of \$170,000 (PFC2018-0910).

On 2018 May 2, through the Gender Equity and Diversity Scoping Report (CPS2018-0362) Council directed Administration to:

- develop a strategy to advance gender equity and diversity and report back to Council through the SPC on CPS no later than Q2 2019; and,

**Community Services Report to  
SPC on Community and Protective Services  
2019 June 12**

**ISC: UNRESTRICTED  
CPS2019-0729**

**Gender Equity, Diversity and Inclusion Strategy**

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- complete a gender equity and diversity baseline assessment with respect to: community; Council Boards, Commissions and Committees; and The City's workforce, to inform the development of the strategy.

On 2017 July 13, Administration was directed through the Gender Equity and Diversity Notice of Motion (NM2017-19) to develop a scoping report on The City's approach to gender equity and diversity, identifying current initiatives and areas for improvement.

**BACKGROUND**

The City of Calgary recognizes the importance of advancing gender equity and diversity as it continually strives to build an inclusive workplace and deliver effective services. While gender equity advancements have been made, a more intentional focus is required to ensure all genders experience an inclusive environment.

As outlined in the Gender Equity and Diversity Scoping Report (CPS2018-0362), advancing gender equity and diversity contributes to economic growth, organizational performance and the delivery of effective services. Companies with greater diversity on boards and in their workforce have been found to consistently outperform organizations with limited diversity across a number of metrics, including better decision-making and more innovative outcomes.

A recent report entitled *The Best and Worst Places to be a Woman in Canada* (March 2019), by the Canadian Centre for Policy Alternatives that has been tracking gender equity statistics in Canadian cities, has ranked Calgary 21 out of 26 cities. That report provides a snapshot of the gaps in men and women's access to economic security, personal security, education, health, and positions of leadership.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The following section outlines the work undertaken by Administration related to the baseline assessment, the use of allocated Council Innovation Funds (CIF), and the development of the Strategy.

**Baseline Assessment**

The baseline assessment included data analysis, policy and process review, and a Gender Based Analysis Plus (GBA+) Learning Initiative. The findings from the baseline assessment are summarized below. Additional details can be found in the Strategy (Attachment 1).

Data Analysis

A voluntary survey of demographic information showed that Council Board, Commission and Committee applicants were generally representative of Calgary's population. Females comprised 47 per cent of all applicants and 44 per cent of appointed members. There was a smaller percentage of people appointed with other characteristics (for example, persons of colour represent 34 per cent of the population but 28 per cent of appointees). Of appointed Boards, Commissions and Committee members, there were some reports of barriers to participation such as childcare and transportation costs.

The workforce data analysis reviewed administrative data on the demographic composition of the City's workforce and women in leadership and of the Corporate Employee Survey. The

## **Gender Equity, Diversity and Inclusion Strategy**

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City's overall gender distribution has remained stable over the last five years, with the core staff self-identifying approximately 30 per cent female and 70 per cent male. This is reflective of the large service areas with traditionally male-concentrated occupations. Since 2017 the Administrative Leadership Team and Senior Management Teams have seen an increase in female representation, up 38 and 11 points respectively. The gender ratio at the Corporate Management Team and at Leader Level 5 has not shifted over the same period. The 2018 Corporate Employee Survey results indicate that individuals who self-identified as males or females have similar perspectives of the workplace. For the 132 individuals who self-identified as "other" gender, there was a small gap between how males/females and "others" perceived the workplace; however this group still generally perceived the workplace positively. It is important to note that those who have selected "other" may also include employees who prefer not to disclose their gender in the annual survey. For more information on City Gender Analytics, see Attachment 2.

### **Policy and Process Review:**

A policy and process review were conducted for both the recruitment and selection of Council Board, Commission and Committee members, and the City's workforce, to identify gaps, unintended biases, barriers and opportunities to inform strategic actions related to gender equity and diversity.

The review of Council Boards, Commissions and Committees identified training in unconscious bias as an additional strategy to address gender equity.

The review of the recruitment and selection of employees identified three areas of improvement: the importance of leadership involvement and accountability; managing unconscious biases; and setting clear and defined inclusion outcomes connected to Corporate goals and values.

### **Gender Based Analysis Plus (GBA+) Learning Initiative:**

GBA+ is an analytical tool used for advancing equity strategies across most municipalities and orders of government. GBA+ can be applied to all types of work including policy development, program implementation, service delivery, communications, stakeholder engagement and decision making impacting citizens. The tool can help Administration to determine how our decisions have a different impact on diverse Calgarians.

Seven pilot projects were conducted to determine if GBA+ could provide a systematic framework to be used across the Corporation. The pilot projects involved 20 staff from nine business units and five departments.

The primary finding from the GBA+ Learning Initiative is that The City of Calgary's decisions, programs, services and plans would benefit from the adoption of a GBA+ framework to ensure that all citizens have equitable access to community programs and services. Also foundational to GBA+ and advancing equity is the development of a disaggregated data strategy that will separate out various demographic groups to more effectively understand, plan, develop and deliver policies, programs and services to better meet the needs of all Calgarians.

### **Council Innovation Fund**

In July 2018, Council allocated \$170,000 from the Council Innovation Fund (PFC2018-0910) for the baseline assessment, as outlined above. Through efficient use of internal resources and

## Gender Equity, Diversity and Inclusion Strategy

data already collected, remaining funds are available to further investigate opportunities to reduce barriers to advancing gender equity, diversity and inclusion in the workforce and on Council Boards, Commissions and Committees, as outlined in the application (PFC2018-0910). The funds will be used to investigate a feasibility study to integrate emerging technology into the City's recruitment practices.

### Strategy Development

As part of a current state analysis, Administration also gathered information on gender equity and diversity activities that are underway within various departments in The City. While the inventory is not considered exhaustive, there is evidence of good work already occurring to advance gender equity, diversity and inclusion (see Attachment 1, Appendix 2).

The combined learnings of the baseline assessment, review of current activities, internal and external consultation, and the development of guiding principles informed the overall development of the proposed Strategy. The guiding principles emphasized:

- Understanding how intersecting identities impact the experiences and needs of individuals. An intersectional approach recognizes that every person has multiple identity factors that impact their participation (e.g. gender, race, economic status);
- Remaining dynamic and responsive, and continuing to evolve based on emerging issues, new research and continuous engagement with stakeholders;
- Aligning with other Corporate initiatives such as the Social Wellbeing Policy and the Inclusion Strategy;
- Employing a change leadership approach that ensures a focus on changing mindsets, behaviors, cultures and systems; and,
- Ensuring that the Strategy is measurable and accountable. Administration will develop a performance measurement plan and report back to Council through SPC on CPS on implementation of the plan in Q4 2020.

Four focus areas were identified that apply across the Strategy, each with its own key strategic action and additional actions that are targeted to City service delivery, Council Boards, Commissions and Committees, and The City's workforce. The focus areas and key strategic actions are outlined in the table below:

Focus Areas	Key Strategic Action
Leadership accountability	Leadership commitment from Council and Administration
Data-informed decision making	Creation of a disaggregated data strategy
Education and awareness	Education to increase awareness of gender equity and reduce bias
Addressing barriers to participation	Adoption of Gender-Based Analysis Plus (GBA+) to assess the impact and develop approaches to decision making that considers diverse groups of people

## **Gender Equity, Diversity and Inclusion Strategy**

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### **Stakeholder Engagement, Research and Communication**

The proposed Strategy was developed through:

- Review of relevant City policies and strategies;
- Review of current data on gender from a variety of sources including the Corporate Employee Survey, and other administrative workforce data;
- Review of current practices of other Canadian municipalities and orders of government;
- Research on gender equity, diversity, and inclusion best practices;
- External consultations with the Social Wellbeing Advisory Committee; representatives of transgender and gender non-conforming communities; and advice from an administrative committee to develop the Strategy;
- Learning exchanges with colleagues from The City of Edmonton, Status of Women Alberta, and staff from other municipalities advancing gender equity, diversity and inclusion; and,
- Internal consultation with the following departments and committees:
  - Chief Financial Officer's Department
  - Community Services
  - Deputy City Manager's Office
  - Law and Legislative Services
  - Planning & Development
  - Transportation
  - Utilities & Environmental Protection
  - Calgary Police Service
  - Diversity and Inclusion Advisory Committee.

### **Strategic Alignment**

The Strategy aligns with:

- City of Calgary's membership in the Coalition of Inclusive Municipalities (formerly known as Canadian Coalition of Municipalities Against Racism and Discrimination).
- Council Priorities: a prosperous city; a city of inspiring neighbourhoods; a healthy and green city; and a well-run city.
- A range of imagineCALGARY targets, including those related to the makeup of elected and appointed bodies reflecting the diversity of the community; public systems supporting the advancement of First Nations, Metis and Inuit people; and, public institutions introducing policies and processes to address discrimination.
- Social Wellbeing Policy.
- Diversity & Inclusion Framework.
- Healthy Workplace Strategies.
- Calgary Police Service Diversity and Inclusion Strategy.

### **Social, Environmental, Economic (External)**

The recommendations support The City's delivery of effective services. Ultimately advancing equity along with improved understanding of the needs of and representation from diverse communities allows for improved performance and better decision-making. This approach leads

**Gender Equity, Diversity and Inclusion Strategy**

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to City services that directly and indirectly foster improvements to the social, environmental and economic wellbeing of Calgarians.

**Financial Capacity**

***Current and Future Operating Budget:***

Costs of implementing the Strategy will be funded from existing Community Strategies service line operating budget. Remaining unused funds from the original Council Innovation Fund (PFC2018-0910) application (\$85,000) will be used to advance additional components of the baseline assessment to investigate opportunities to reduce barriers to advancing gender equity, diversity and inclusion. This investigation will include a feasibility study to integrate emerging technology into the City’s recruitment practices.

***Current and Future Capital Budget:***

There is no anticipated impact on current or future capital budgets from implementing the Strategy.

**Risk Assessment**

The following risks and mitigation strategies have been associated with the overall Strategy:

Risk	Mitigation
Competing priorities and a lack of leadership support and ownership, limiting the implementation of strategic actions.	The strategy was unanimously endorsed by the Administrative Leadership Team.  Many of the recommended strategic actions are already identified in business unit work plans.
Perceptions that a focus on gender equity will change the focus of hiring practices away from competency-based hiring.	The City’s employment practices, including selections, appointments and promotions, are and will continue to be based on principles of merit, objectivity and consistency.
General perceptions by staff that the Strategy is only focused on advancing the inclusion of women.	A communication plan will be developed outlining that the Strategy includes equity, diversity and inclusion for all genders.
Perception that an all genders strategy minimizes inequities impacting women.	Using GBA+ simultaneously makes the experiences of men, women, and gender minorities visible so appropriate action can be advanced for a variety of inequities.

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## **Gender Equity, Diversity and Inclusion Strategy**

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### **REASON(S) FOR RECOMMENDATION(S):**

of Calgary's vision, *Calgary: a great place to make a living, a great place to make a life*; our Corporate values; and our common purpose of *Making life better every day*. The Strategy will declare to employees and citizens that Council and Administration are committed to an equitable, diverse and inclusive organization.

### **ATTACHMENT(S)**

1. Attachment 1 - Proposed Gender Equity, Diversity and Inclusion Strategy
2. Attachment 2 - City Gender Analytics