

1. City of Ottawa

<https://ottawa.ca/en/city-hall/creating-equal-inclusive-and-diverse-city>

Related Policies and Action Plans Developed

Equity and Inclusion Lens - The Equity and Inclusion Lens (First Edition 2010, Second Edition 2015 and Third Edition 2018) is an important tool to support the work of City staff, management and Council. This tool was developed in partnership with the City for All Women Initiative with the generous contributions of the community and through a partnership grant between the City of Ottawa and Status of Women Canada. By applying the lens to work it will generate better solutions by incorporating diverse perspectives, take positive steps to remove systemic barriers and promote inclusion, create a more positive and respectful work environment and achieve improved client satisfaction. A total of 11 Diversity Snapshot documents have been created for various equity deserving groups.

Reconciliation Action Plan - In February 2018, the City of Ottawa's Reconciliation Action Plan was approved.

Related Council Approval to Address Systemic Barriers

Council Approval to Develop a Women and Gender Equity Strategy

On November 28, 2018, as part of the City of Ottawa's 2018–2022 Governance Report, Council approved the development of a Women and Gender Equity Strategy and the hiring of a full-time Women and Gender Specialist [[2018–022 Governance Report, ACS2018–CCS-GEN-0028](#)].

Estimated Budget

\$210,000

Administrative Approach

The Mission of Women and Gender Equity Strategy (WGES) is to work on removing the systemic barriers that hinder intersectional groups of women and gender diverse persons. It **integrates** a women and gender equity lens in City strategies, plans, policies, and services by **developing** City staff capacity, meaningfully **engaging** women and gender diverse persons, and **ensuring** safety and inclusivity in its workspaces. The process used is outlined below.

Phase 1. Development of Women and Gender Equity Governance

A Council Sponsors Group has been established. The Sponsors Group is made up of the Mayor Jim Watson, Deputy Mayor Sudds, Councillors Deans and McKenney, City Manager, General Manager of Community Social Services, and General Manager of Innovative Client Services. A WGES Working Group was established in early 2019 to bring sector representation and expert feedback into the process of WGES development. The Working Group is comprised of more than 15 community organizations, including representatives from Indigenous organizations, community coalitions, service providers, academia, and allies, and is co-chaired by the City for All Women Initiatives (CAWI).

Phase 2. Research and Municipal Scan on Women and Gender Equity

An environmental scan of women and gender equity mechanisms, strategies, and research were conducted at a local and national level to identify effective models for the Strategy development.

Phase 3. WGES Public Engagement

- Three focus group discussions with more than 75 City staff and managers from nine different City departments and service areas (August 2019).
- Five community focus group discussions with Indigenous and equity-deserving groups (August to October 2019).
- Consultations included group meetings with City partners and stakeholders. More than 150 community members attended these consultations ranging from women and gender advocacy networks, racialized and immigrant service providers, Indigenous communities and more. representing one or more of the following groups.

Phase 4. WGES Public Engagement Forum (September 30, 2019)

The Women and Gender Equity Strategy Public Forum was held on September 30, 2019, at Ottawa City Hall. The forum aimed to obtain feedback from stakeholders regarding the draft priorities, which were consolidated from previous group consultations. Forum participants were asked to vote for three to four main priorities out of the seven previously identified ones, and to identify key strategic actions that the City should consider for the WGES. They were advised to focus on service or policy areas under the municipal purview. Breakout sessions provided guests with the opportunity to share input and feedback for the development of the WGES.

Phase 5. Engage Ottawa Online Survey

An online survey was designed using the Engage Ottawa platform, which invited Ottawa residents to contribute to the shaping of the WGES. The survey was completed by 150 residents.

Phase 6. 2SLGBTQ+ Public Engagement

WGES partnered with a coalition formed of 14 of Ottawa’s community, health, and social services on an initiative to identify the service needs and gaps related to 2SLGBTQ+ communities in Ottawa and to inform a data strategy. In addition, more than 150 community members engaged in 2SLGBTQ+ consultation held on January 13, 2020.

Phase 7. Women and Gender Equity Strategy (2021-2025)

This process resulted in a detailed Women and Gender Equity Strategy 21-2025 include 5 strategic Priority areas:

1. Gender-based analysis and gender lens on City’s policies and strategies;
2. Women-and gender-sensitive data systems;
3. Meaningful public engagement of intersectional groups of women and gender diverse persons;
4. Awareness-raising and training on women and gender equity; and
5. Gender-sensitive resource allocation.

Each Strategic Priority Area has an identified goal and anywhere from 2-9 key strategic actions and key performance indicators to achieve in 2021-2022.

Phase One of the WGES will be implemented in 2021–2022, followed by Phase Two of the WGES in 2023–2025.



2. City of Calgary

<https://www.calgary.ca/cfod/hr/inclusion.html>

Related Policies and Action Plans Developed

- Diversity & Inclusion in the Workplace Framework and Action Plan introduced in 2011.
<file:///C:/Users/cccarlab/Downloads/di-framework.pdf>
- Indigenous Policy and Indigenous Policy Framework <https://www.calgary.ca/csps/cns/first-nations-metis-and-inuit-peoples/first-nations-metis-inuit-peoples.html>
- July 2019, City Council approved the Gender Equity, Diversity and Inclusion Strategy
<file:///C:/Users/cccarlab/Downloads/qedi-strategy.pdf>.
- In April 2019, Calgary City Council approved the Social Wellbeing Policy which in part outlines providing equitable services including removing barriers to access and inclusion
<file:///C:/Users/cccarlab/Downloads/cp2019-01-social-wellbeing-policy>

Related Motion to Address Systemic Barriers

Council Motion to Address Systemic Barriers

The most recent related Motion to address systemic barriers was brought forward by Calgary City Council on June 15, 2020: Council's Notice of Motion entitled Calgary's Commitment to Anti-Racism (June 2020), the City of Calgary was directed to undertake a number of actions including:

- Hold a public hearing on systemic racism;
- Establish an Anti-Racism Action Committee to develop and implement a community-based anti-racism strategy;
- Re-evaluate The City's internal practices and policies through an anti-racism lens;
- Undertake mandatory training on anti-racism; and
- Consider issues of systemic racism in the Community-based Public Safety Taskforce's work.

Council Direction: – Notice of Motion – Calgary's Commitment to Anti-Racism, C2020-0715

That the City of Calgary establish an Anti-Racism Action Committee, to be appointed at its Organizational Meeting in October 2020, to develop and implement a community-based antiracism strategy that will:

- a) Identify systemic barriers to accessing City of Calgary programs and services;
- b) Identify language barriers in accessing information regarding City of Calgary programs and services;
- c) Identify opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level; and
- d) Be diverse and inclusive, and a true reflection of Calgary's residents.

Administrative Approach:

Based on the information available on the website and publicly posted RFPs, it appears that the Administrative approach involves approximately 5 or more phases.

Phase 1. Public Hearings on Systemic Racism in Calgary (July -October 2020)

Starting on 2020 July 07, SPC on CPS held three days of public consultation where Calgarians presented and submitted written letters, sharing their experiences with systemic racism in Calgary. The public consultation was cochaired by Dr. Malinda Smith, an expert in Anti-Racism work, and five expert community panel members chosen through engagement with key community stakeholders. The [What we Heard Report](#) is available on the website.

Phase 2. Establish an Anti-Racism Action Committee (October 2020)

In October 2020, an Anti-Racism Action Committee, was formed to oversee the development of a community-based anti-racism strategy. The Anti-Racism Action Committee is responsible for the

development and implementation of a community-based anti-racism strategy that achieves the goals outlined in the [Notice of Motion](#). As well as:

- Advise on the development and implementation of a community-based anti-racism strategy
- Engage with community stakeholders (including other Council Advisory Committees) on systemic racism and consulting on actions that could be undertaken
- Reporting back to Council upon completion of significant milestones, including: a Summary of Community Consultation Themes; Development of Strategy; and Development of Implementation Plan

Phase 3. Supporting the Co-creation of an Anti-Racism Community Action Plan: facilitation, engagement and strategy development

- RFP for a Professional Service Provider was issued on November 13, 2020 with a Submission Deadline date of December 8, 2020.
- Estimated Budget: \$400,000-\$600,000 (with GST)
- Project Summary: requires the services of a qualified consulting firm to assist in the co-creation of an Anti-Racism community strategy. This plan will focus on The City’s role in addressing and influencing racism/ systemic racism in Calgary. Services include providing leadership and facilitation for the AntiRacism Action Committee (ARAC) in the co-creation of the AntiRacism Community Action Plan including stakeholder engagement; strategic planning; recommending performance measures and supporting communication and initial launch of this action plan

| Project Schedule | |
|--|----------------------------------|
| Leadership and facilitation of the ARAC towards the co-creation of the AntiRacism Community Action Plan | Starts Upon Award (2021 January) |
| Work with the Anti-Racism Action Committee to develop project plan | 2021 February 26 |
| Design and complete a targeted community engagement to identify priorities, actions and solutions to inform the AntiRacism Community Action Plan | 2021 June |
| Produce a what-we-heard report of engagement findings | 2021 August |
| Validate engagement findings with all stakeholders | 2021 September |
| Support the Anti-Racism Action Committee to develop the AntiRacism Community Action Plan including an implementation plan and performance measures | 2021 November |
| Complete final report to the Anti-Racism Action Committee | 2021 December |

Phase 4. Development of an Organizational Racial Equity Assessment Approach and Implementation Plan for the City of Calgary

- RFP issued on December 17, 2020 for qualified consulting firms to support The City’s review of its internal practices, policies and services through an equity, diversity and inclusion framework. The closing date for proposals was January 21, 2021
- Estimated Budget: \$300,000-\$400,000 with GST
- Project Summary: Services include working with The City, informed by Anti-Racism Action Committee (a citizen committee of Council), to develop an internal organizational assessment approach and framework, including developing necessary review tools. The consultant will also be required to develop an employee engagement plan, organizational assessment implementation plan, develop training and orientation on the use of tools/ frameworks, and produce a summary report upon completion of the project.

| Project Schedule | |
|--|-------------------------|
| Organizational Anti-Racism Assessment Approach developed and approved by Anti-Racism Executive Committee and informed by ARAC | 2021 April |
| Conduct a leadership readiness assessment and undertake employee engagement sessions. | 2021 May |
| Anti-Racism Assessments/ Tools/ Discussions Guides developed and endorsed by the Anti-Racism Executive Committee | 2021 June |
| Implementation plan including identifying appropriate change leadership and change management considerations developed and approved by Anti-Racism Executive Committee | 2021 July |
| Training and orientation to the tools developed, and delivered to appropriate City staff | 2021 September |
| Consultation support to The City throughout implementation of racial equity assessment implementation | 2021 October - November |
| Summary report completed and presented to the Anti-Racism Executive Committee and other key stakeholders. | 2022 January |

Phase 5. Work begins on Co-Created Community Based Anti-Racism Strategy

The City has contracted external consultants to work with the Anti-Racism Action Committee, community stakeholders and Administration to co-create a community-based anti-racism strategy.

This strategy will focus on The City’s role in addressing systemic racism in Calgary and our community-based services. The consultants will be facilitating a targeted engagement process with certain persons, groups, and organizations to invite them to co-host events or participate in focus groups starting in May 2021. Leveraging existing community connections, over 30 events and online focus groups will be hosted. Community validation of the collected information will form an integral component of ensuring that community voices are authentically represented. Calgaryians feedback gathered through the three days of public submissions in July 2020 and data gathered by The City and community partners on racism and discrimination will also be used to inform the strategy.

