



# Equity Framework Implementation - Annual Update

June 28, 2023





溫哥華市政府承認本市是  
位於馬詩琴、史廣米殊及  
史里華圖民族從未割讓的  
傳統領地之上。

**Simplified Chinese**

Thành phố Vancouver  
thừa nhận rằng nó nằm  
trên các lãnh thổ truyền  
thống không bị ràng buộc  
của cư dân bản xứ  
Musqueam, Squamish và  
Tsleil-Waututh.

**Vietnamese**

تقر مدينة فانكوفر بأنها تقع على  
الأراضي التقليدية من الأمم الأصلية:

Musqueam, Squamish,  
Tsleil-Waututh. **Arabic**

La Ville de Vancouver  
reconnait qu'elle est  
située sur les territoires  
traditionnels non cédés  
des nations Musqueam,  
Squamish et Tsleil-  
Waututh. **French**

ਸਿਟੀ ਆਫ ਵੈਨਕੂਵਰ ਮੰਨਦੀ ਹੈ  
ਕਿ ਇਹ Musqueam,  
Squamish, ਅਤੇ Tsleil-  
Waututh Nations ਦੇ  
ਅਣਤਿਆਗੇ ਰਵਾਇਤੀ  
ਇਲਾਕਿਆਂ 'ਤੇ ਸਥਿਤ ਹੈ।

**Punjabi**

밴쿠버시는 Musqueam,  
Squamish 및 Tsleil-  
Waututh Nations의 양도되  
지 않은 전통적인 영토에  
위치하고 있음을 인정합니  
다. **Korean**

The City of Vancouver  
acknowledges that it is  
situated on the unceded  
traditional territories of the  
Musqueam, Squamish,  
and Tsleil-Waututh  
Nations. **English**

溫哥華市政府承認本市是  
位於馬詩琴、史廣米殊及  
史里華圖民族從未割讓的  
傳統領地之上。

**Traditional Chinese**

Kinikilala ng Lungsod ng  
Vancouver na ito ay nasa  
tradisyonal at hindi  
isinukong teritoryo ng  
bansang Musqueam,  
Squamish, at Tsleil-  
Waututh. **Tagalog**

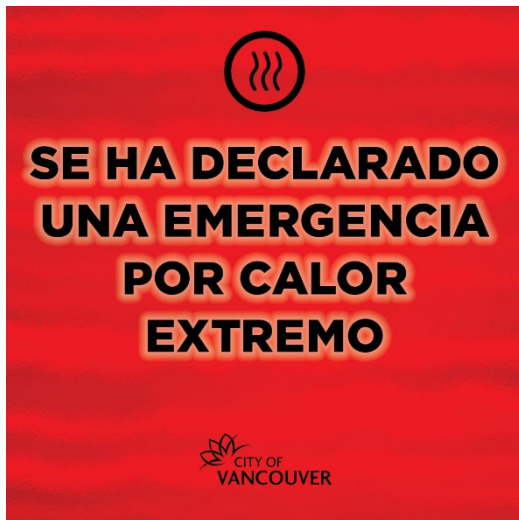
La ciudad de Vancouver  
reconoce estar ubicada en  
los territorios  
tradicionales no cedidos  
de  
las naciones Musqueam,  
Squamish y Tsleil-  
Waututh. **Spanish**



Council adopted the Equity Framework in July 2021 and directed staff to report on progress on an annual basis.

## Recommendation A

THAT Council receive for information the Chief Equity Officer's annual progress report on cross-departmental internal initiatives to move the City of Vancouver in the direction of equity per commitment in the City's Equity Framework.



## Recommendation B

THAT Council receive for information the Language Access policy (ADMIN-073), prepared by Civic Engagement and Communications and approved by the City Manager, to establish principles and general standards for providing translations for public-facing services provided by the City of Vancouver.





## Recommendations C & D

THAT Council rescind the Human Rights and Harassment policy (AE-002-05) and the Respectful Workplace policy (AE-002-06) effective January 1, 2024.

THAT Council approve the Respect in the Workplace policy and associated procedure to take effect January 1, 2024 and authorize the City Manager and Chief Human Resources Officer to incorporate further administrative updates or revisions to the policy and procedures as and when appropriate.

# Vision per Equity Framework

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We envision a city where those who are most marginalized are not excluded from care and opportunity for flourishing, rather, they are systemically prioritized for it.



## Status Update

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# Community facing Identity-based Strategies



# One Framework, Several Strategies

## Equity Framework

Accessibility Strategy

Age-friendly Action Plan

Anti-Racism & Cultural  
Redress

Anti-Black Racism, South Asian  
Redress, Chinatown

Women's Equity Strategy

Trans and Gender Diverse  
Inclusion Action Plan

## Reconciliation Framework

UNDRIP Strategy



# Integrating equity into City's business

Transportation Plan / Projects / Practices

Housing Strategy / Projects / Practices

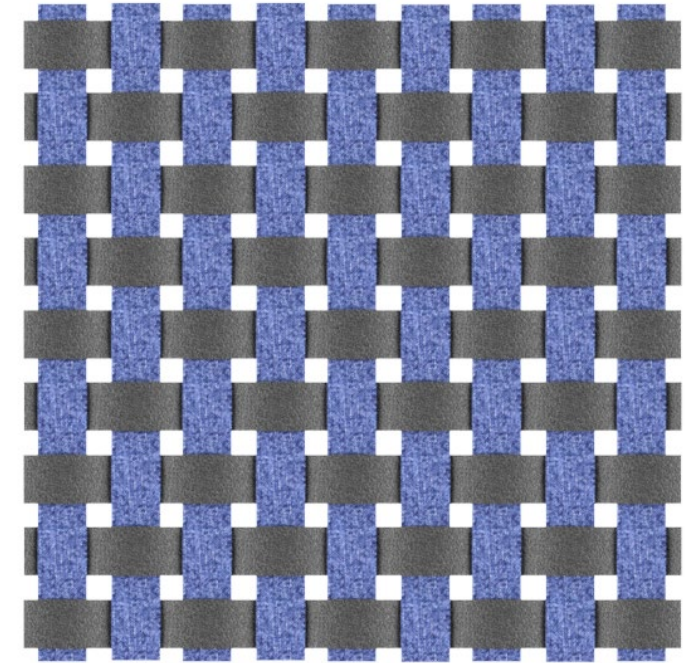
Vancouver Plan / Neighbourhood Plans

Climate Emergency Action Plan

City Bylaws

Capital Plan / Facilities Plan / Budget

Human Resources Annual Work Plan



# One Framework, Several Strategies

## Equity Framework

Accessibility Strategy

Age-friendly Action Plan

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# Status Update

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## Internal Initiatives



# Global Diversity Equity & Inclusion Benchmarks



## Global Diversity, Equity & Inclusion Benchmarks

The Global Diversity, Equity, and Inclusion Benchmark (GDEIB) tool can be used for a comprehensive self-assessment of an organization's performance on equity.



## Global Diversity Equity & Inclusion Benchmarks



## THE FIVE LEVELS

For each category, the benchmarks are divided into five levels that indicate progress toward the best practices in that category:

### LEVEL 5: BEST PRACTICE

Demonstrating current global best practices in DEI; exemplary.

### LEVEL 4: PROGRESSIVE

Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

### LEVEL 3: PROACTIVE

A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is required and expected of all organizations.

### LEVEL 2: REACTIVE

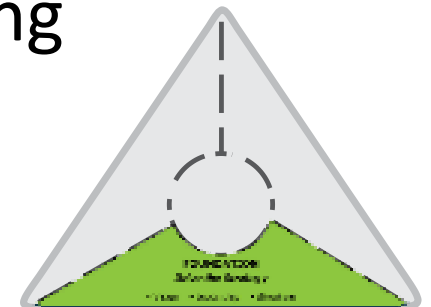
A compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.

### LEVEL 1: INACTIVE

No DEI work has begun; diversity, equity, and inclusion are not part of organizational goals.

Benchmarks describing Level 3 (Proactive):

- 2.10 JEDI is an essential leadership competency and leaders are rated on it.
- 2.11 Leaders engage in JEDI issues important to employees and prevalent in the societies in which they operate.
- 2.12 To increase their knowledge and competence, leaders seek coaching in JEDI and provide coaching and mentoring to others.



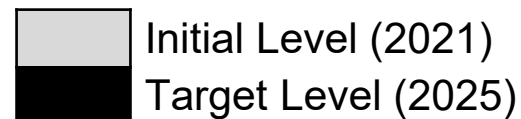


# Progress over the past year



|   | Level            |     |   |     |   |     |   |     |   | Progress    |
|---|------------------|-----|---|-----|---|-----|---|-----|---|-------------|
|   | 1                | 1.5 | 2 | 2.5 | 3 | 3.5 | 4 | 4.5 | 5 |             |
| 1: Vision, Strategy & Rationale                   |                  |     |   |     |   |     |   |     |   | Steady      |
| <b>2: Leadership &amp; Accountability*</b>        |                  |     |   |     |   |     |   |     |   | Steady      |
| 3: Structure & Implementation                     |                  |     |   |     |   |     |   |     |   | Significant |
| 4: Recruitment                                    |                  |     |   |     |   |     |   |     |   | Steady      |
| <b>5: Advancement &amp; Retention*</b>            |                  |     |   |     |   |     |   |     |   | Steady      |
| 6: Job Design, Classification & Compensation      |                  |     |   |     |   |     |   |     |   | Slight      |
| 7: Work-Life Integration, Flexibility & Benefits  |                  |     |   |     |   |     |   |     |   | Steady      |
| <b>8: Assessment, Measurement &amp; Research*</b> |                  |     |   |     |   |     |   |     |   | Steady      |
| <b>9: Communications*</b>                         |                  |     |   |     |   |     |   |     |   | Significant |
| <b>10: Learning &amp; Development*</b>            |                  |     |   |     |   |     |   |     |   | Significant |
| 11: Connecting JEDI & Sustainability              |                  |     |   |     |   |     |   |     |   | Steady      |
| 12: Partnerships & Grants                         |                  |     |   |     |   |     |   |     |   | Significant |
| 13: Service Provision                             | Not yet assessed |     |   |     |   |     |   |     |   |             |
| 14: Public Engagement & Customer Service          |                  |     |   |     |   |     |   |     |   | Steady      |
| 15: Responsible Procurement                       |                  |     |   |     |   |     |   |     |   | Steady      |

\* = Identified in 2022 as priority Area





# A Collective Impact Approach



Small Wins Festival | December 14, 2022

Drawing Change

# Category 2: Leadership & Accountability

INITIAL  
(2021)

**2**

Reactive

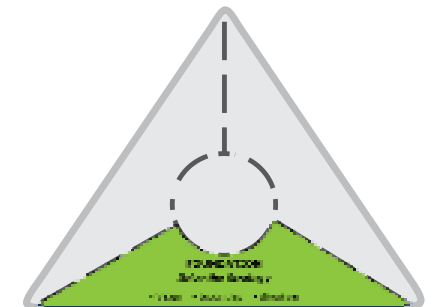


TARGET  
(2025)

**3**

Proactive

Steady progress  
over the past year





# Category 5: Advancement & Retention

Initial  
(2021)

TARGET  
(2025)

Steady progress  
over the past year

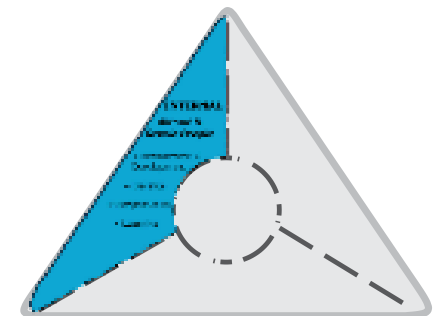
**1.5**



**3**

Between inactive and  
reactive

Proactive



# Category 8: Assessment, Measurement & Research

INITIAL  
(2021)

**1.5**

Past Inactive  
Not yet Reactive

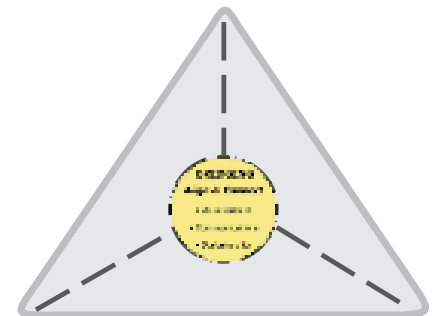


TARGET  
(2025)

**3**

Proactive

Steady progress  
over the past year



# Category 9: Communications

INITIAL  
(2021)

**3**

Proactive

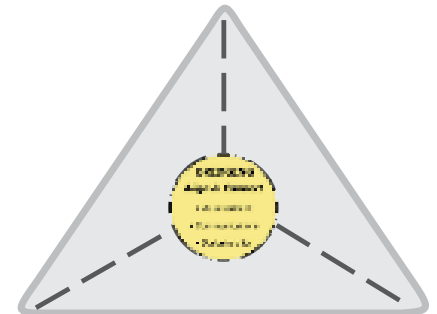


TARGET  
(2025)

**4**

Progressive

Significant progress  
over the past year





# Category 10: Learning & Development

INITIAL  
(2021)

**2.5**

Past Reactive  
Not yet Proactive

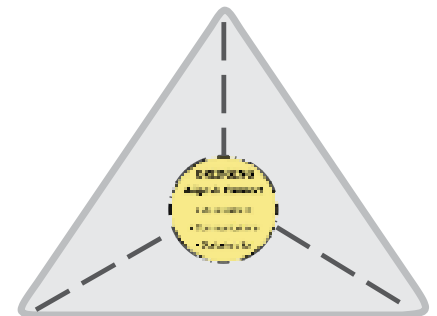



TARGET  
(2025)

**4**

Progressive

Significant progress  
over the past year





Spotlight:

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# Language Access Policy

Category 9: Communication

# What is language accessibility and why it matters?

**IMPORTANT:** This is regarding the City of Vancouver's response to COVID-19. Please translate or visit: [vancouver.ca/covid19](https://vancouver.ca/covid19)

**重要资讯:** 这是有关温哥华市政府应变COVID新型冠状病毒疫情的信息。请翻译或浏览网页: [vancouver.ca/covid19](https://vancouver.ca/covid19)

**重要資訊:** 這是有關溫哥華市政府應變COVID新型冠狀病毒疫情的信息。請翻譯或瀏覽網頁: [vancouver.ca/covid19](https://vancouver.ca/covid19)

**ਜਰੂਰੀ ਸੂਚਨਾ:** ਕੋਵਿਡ-19 ਬਾਰੇ ਸਿਟੀ ਆਫ ਵੈਨਕੂਵਰ ਵਲੋਂ ਇਹ ਜੁਆਬੀ ਜਾਣਕਾਰੀ ਹੈ।। ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਦਾ ਅਨੁਵਾਦ ਕਰਵਾ ਲੋ ਜਾਂ [vancouver.ca/covid19](https://vancouver.ca/covid19) ਤੇ ਦੇਖੋ

MAHALAGANG KAALAMAN TUNGKOL SA COVID-19 SA LUNGSOD NG VANCOUVER. Magyaring isalin ito. Karagdagang informasyon sa: [vancouver.ca/covid19](https://vancouver.ca/covid19)

**QuanTrọng:** Điều này liên quan đến phản ứng của Thành phố Vancouver về COVID-19. Vui lòng dịch hoặc truy cập: [vancouver.ca/covid19](https://vancouver.ca/covid19)

**IMPORTANT:** Ceci concerne la réponse de Vancouver à la COVID-19. Veuillez traduire ou visiter: [vancouver.ca/covid19](https://vancouver.ca/covid19)

**IMPORTANTE:** Esto se refiere a la respuesta de la Ciudad de Vancouver al COVID-19. Por favor traduzca o visite: [vancouver.ca/covid19](https://vancouver.ca/covid19)

هام: هذه الرسالة متعلقة باستجابة مدينة فانكوفر على كوفيد-19. رجاء الترجمة او زيارة: [vancouver.ca/covid19](https://vancouver.ca/covid19)

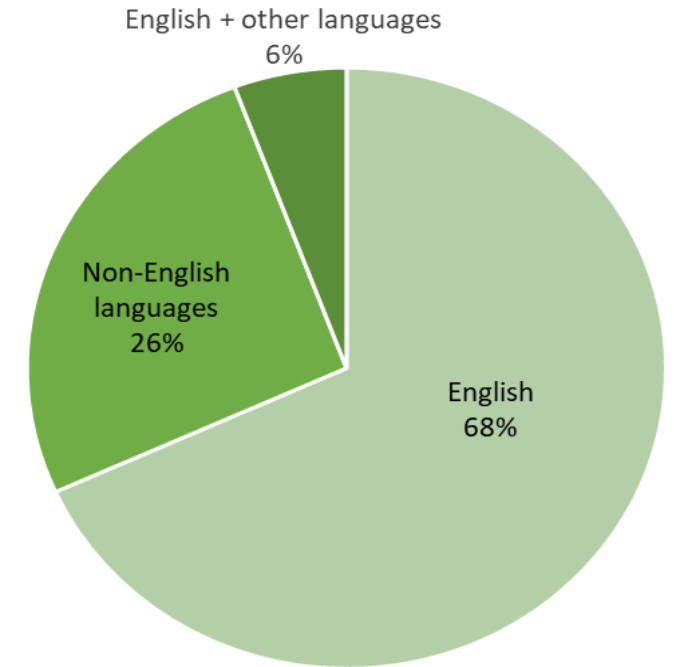
[vancouver.ca/covid19](https://vancouver.ca/covid19)

توجه، مهم: این پیام در رابطه با اقدامات و پاسخ شهرداری ونکوور به بیماری کووید-19 می باشد. لطفاً برای اطلاع از سایت مربوطه به این آدرس بازدید کنید:

[vancouver.ca/covid19](https://vancouver.ca/covid19)

**중요한 통보:** 코로나바이러스에 대한 밴쿠버시의 정보를 보기 위해 이 사이트를 방문하시거나 번역해 주시기를 바랍니다: [vancouver.ca/covid19](https://vancouver.ca/covid19)

- Enhances equity and inclusiveness by better serving diverse communities
- Improves communication with the public and makes it easier to follow instructions and requests
- Helps increase access to civic participation
- Builds public trust and reputation
- Brings visibility to local Indigenous languages (hən̓q̓əmiñəm and Sḵw̓x̓w̓ú7mesh)



City of Vancouver: Home Languages  
2021 Census - Population: 662,248



# What is excluded for now?

## 1. Service Areas:

- Vancouver Police Board
- Vancouver Public Library Board
- Vancouver Board of Parks and Recreation
- City Council, appointed boards and commissions

2. **Interpretation** (verbal interaction)  
– TBD for future phase

3. **Accessible communication** for people with disabilities (such as ASL, Braille) – future work

4. Further engagement needed for **local Indigenous languages** (hən̓q̓əmiñəm and Skwxwú7mesh)

5. **Additional documents** - human resources, legal (including bylaws), procurement

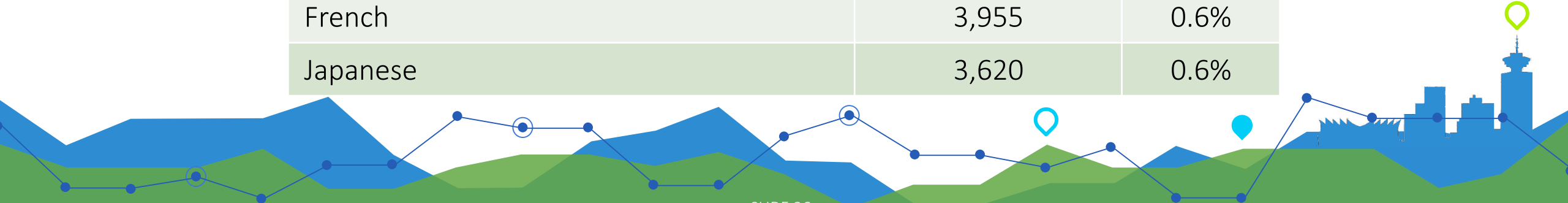
# Information hierarchy: how to decide when to translate?

|  | Citywide                                     | Localized                                    |
|--|--|--|
| <b>Critical</b><br>Is this information that will or may impact the <b>immediate and direct health and safety</b> of residents, and/or sudden disruption of the City's critical services?<br><i>Examples: extreme weather warnings, emergency alerts.</i> | 0.5% or more of home languages               | 1.0% or more of home languages               |
| <b>Compliance / Regulatory</b><br>Is this information to help <b>follow regulations or bylaws</b> , which may have direct negative consequences? <i>Examples: taxes, fines, fees, or withholding core services.</i>                                      | 1.0% or more of home languages               | 2.0% or more of home languages               |
| <b>Participatory</b><br>Is this information that is intended to <b>encourage</b> use of City services, participation in activities, or changes in behaviour?<br><i>Examples: engagement surveys, joining events or programs</i>                          | 1.0% or more of home languages               | 2.0% or more of home languages               |
| <b>Awareness-building</b><br>Is this information that is intended to build <b>general awareness</b> without the expectation of further action by the public?<br><i>Examples: notice of holidays, promotional/marketing</i>                               | 1.0% or more of home languages<br>(optional) | 2.0% or more of home languages<br>(optional) |

# Most commonly used Home Languages in Vancouver

| Home Languages Citywide (2021 Census) | Population | % of Pop. |
|---------------------------------------|------------|-----------|
| Traditional Chinese (TCH)             | 56,445     | 8.6%      |
| Simplified Chinese (SCH)              | 30,925     | 4.7%      |
| Tagalog                               | 10,835     | 1.7%      |
| Spanish                               | 8,600      | 1.3%      |
| Punjabi                               | 8,505      | 1.3%      |
| Vietnamese                            | 7,755      | 1.2%      |
| Farsi                                 | 5,550      | 0.8%      |
| Korean                                | 5,100      | 0.8%      |
| Portuguese                            | 3,995      | 0.6%      |
| French                                | 3,955      | 0.6%      |
| Japanese                              | 3,620      | 0.6%      |

1% Citywide >





Spotlight:

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# Respect in the Workplace Policy and Procedure

Category 5: Advancement and Retention



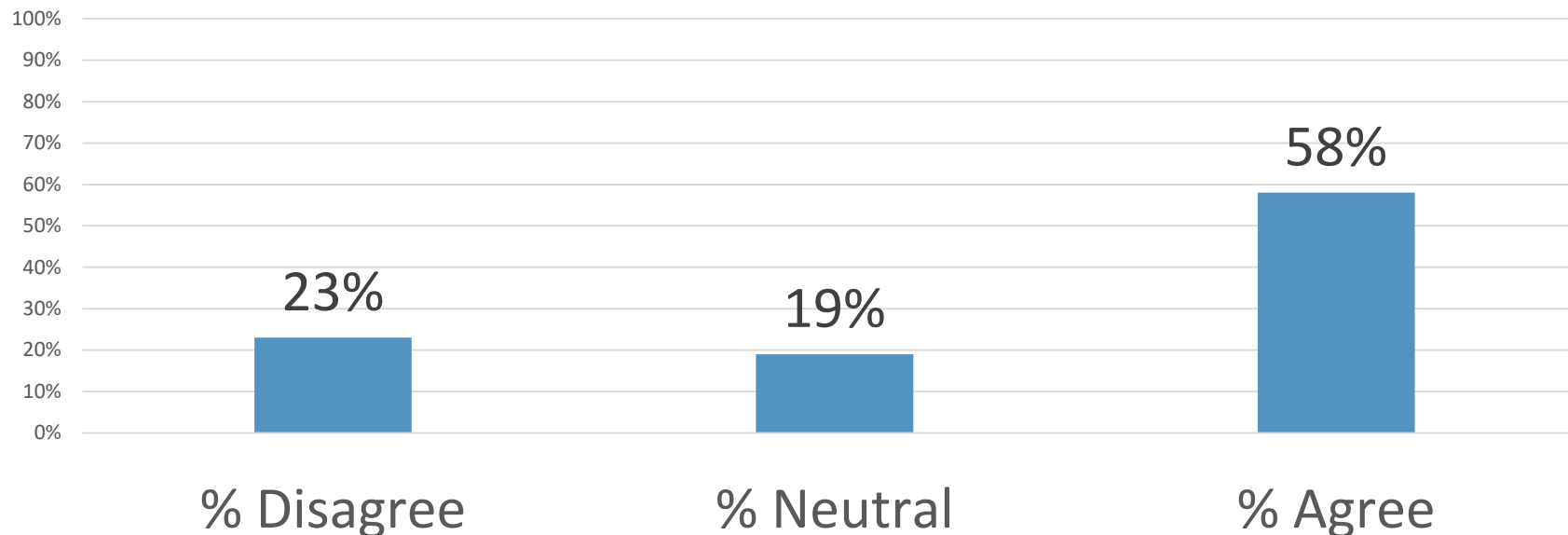
# Impetus for the new policy

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- The City's existing Human Rights and Harassment policy and Respectful Workplace policy have not been substantially revised in over ten years.
- Changes in governing legislation, internal operations and cultural environment have been significant in the past decade.
- There are indications that the current policies and procedures are falling short of serving their intended beneficiaries.

# Employee Benchmark Survey Results

I am confident that appropriate action will take place when I report an incident of discrimination or harassment.



Anonymous survey conducted by BC Stats on behalf of City of Vancouver in the spring of 2021. Results are based on participation of 3,732 members of staff.





# Jurisdictional Scan

Fall 2022 –

Project working group studied policies of 9 other jurisdictions

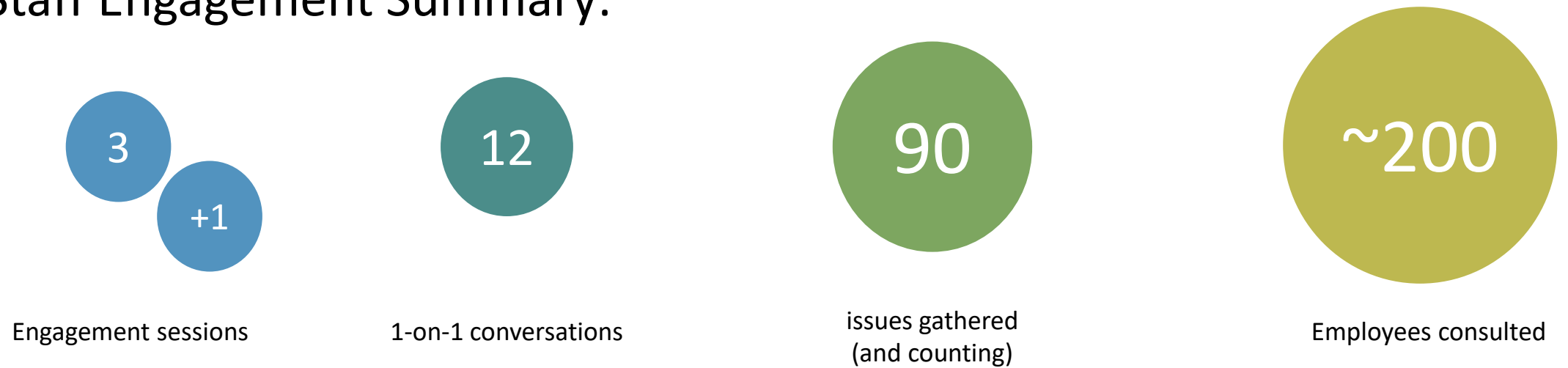
- City of New West
- City of Nanaimo
- TransLink
- Province of BC
- City of Edmonton\*
- City of Calgary
- City of Toronto\*
- City of London
- City of Waterloo

\* Best in class.

# Union and Staff Engagement

Comments received from CUPE 1004, CUPE 15, IAFF18

## Staff Engagement Summary:



Participants were sent a follow-up survey and are receiving ~monthly updates on project progress

# Broad Goals for Revisions

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- Simplify language and process, whenever possible
- Update language to speak to current context
- Introduce trauma-informed elements
- Introduce accountability elements
- Introduce transparency elements
- Retain procedural fairness
- Retain alignment with Provincial legislation



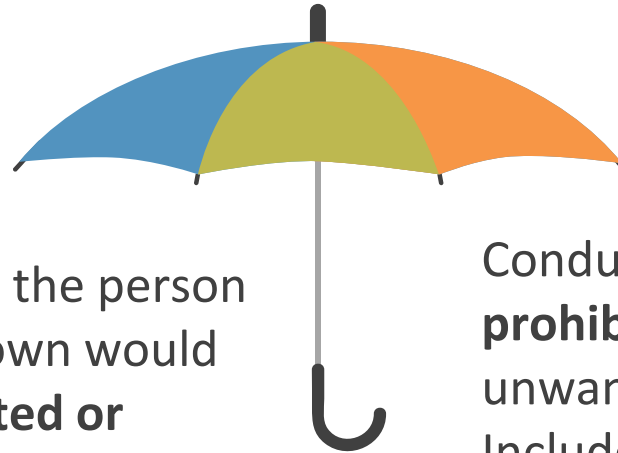
# A Singular Policy Replacing Two

- Defines **Harassment** as an umbrella term for behaviours prohibited by the policy:

## HARASSMENT

### Personal Harassment

Conduct or comment by a person that the person knew or reasonably ought to have known would **cause the other person to be humiliated or intimidated**



### Discriminatory Harassment

Conduct or comment **related to any of the prohibited grounds of discrimination** that is unwanted, unwelcome, offensive or humiliating. Includes sexual harassment

+ Mention of behaviours that do not on their own rise to the level of Harassment, but they lead to a person feeling disrespected or uncomfortable

# A Singular Set of Expectations

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- Clarify that expectations of respectful behaviour are equally applicable to everyone in the workplace
- Clarity that different mechanisms exist for addressing concerns of inappropriate behaviour towards/by different groups
  - Harassment by employee towards employee
  - Harassment towards employee by non-employee
  - Harassment towards non-employee by employee
  - Harassment towards employees unable or unwilling to file complaints + the role of witnesses

# An aspirational and honest vision

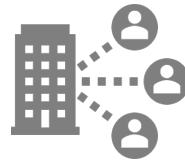
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We aspire to a diverse workplace where...



**We actively create safer environments.**

People are knowledgeable about, and attentive to the rights and needs of others, and actively participate in creating a culture of care



**We have widespread capacity for repair.**

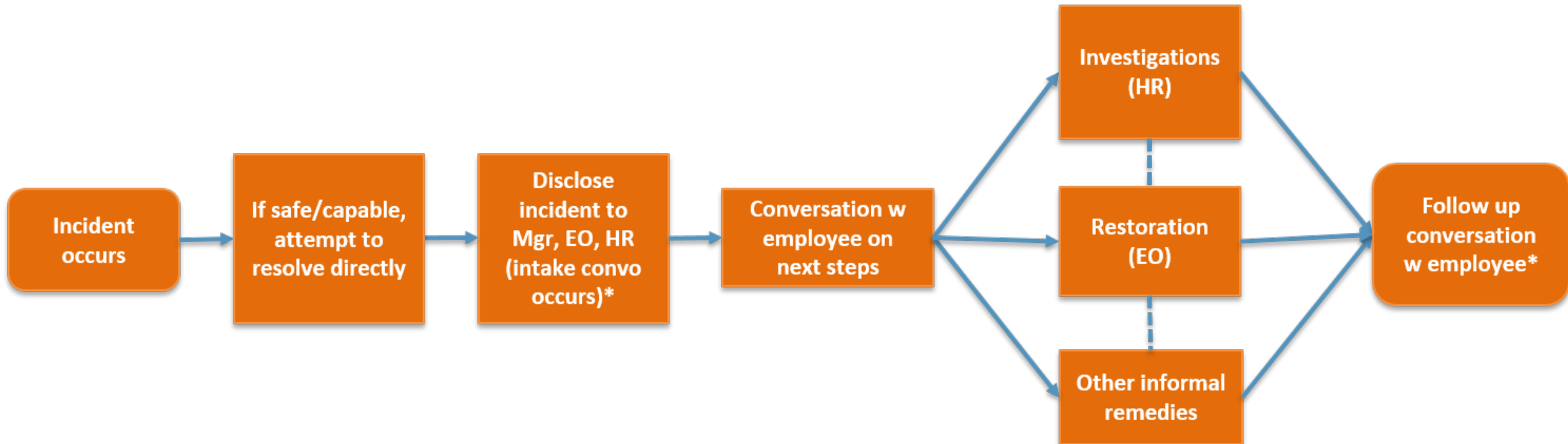
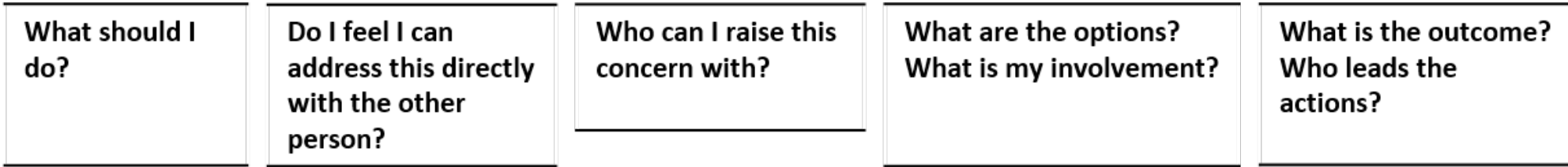
When, despite the above, harm happens in interactions, there is widespread capacity in the workplace to assist with repair, restoration of relationships and transformation of root causes



**We minimize harm in our processes.**

Processes used to address harm are attentive to the rights and needs of all involved, and strive for fairness, timeliness, and care for the parties

# Re-introduction of 'informal resolution'





- Window to file complaint is expanded from 6 to 12 months
- Support person is allowed for complainant and respondent + details of their role are spelled out
- What a complaint consists of is laid out
- Commitment around regular communication with complainant and respondent during the course of an investigation are spelled out

# Accountability elements

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- Roles are updated and more clearly laid out including for City Leadership Team
- Mechanisms for complaints about one's supervisor, Human Resource and the Equity Office are introduced
- Examples of corrective actions and discipline are named

# Transparency elements

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- Description of why confidentiality is important
- Examples of why an investigation might take longer than we would like
- Examples of why a complaint may be rejected by the City
- Examples of what goes into choosing the right investigator

# Important Next Steps Subject to Approval

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- Development of targeted communication and training materials
- Creation of a workplace restoration framework and team
- Continued support for staff in public-facing worksites
- Departmental monitoring or implementation, aggregate reporting on cases
- Continued engagement with staff and the unions
- Review and revisions in 1 year





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Questions and  
feedback much  
appreciated