CITY OF
VANCOUVER

COUNCIL REPORT

Report Date: June 21, 2023
Contact: Aftab Erfan
Contact No.: 604.873.7595
RTS No.: 15507
VanRIMS No.: 08-2000-20
Meeting Date: June 28, 2023
Submit comments to Council

TO: Standing Committee on Policy and Strategic Priorities

FROM: Chief Equity Officer

SUBJECT: Equity Framework Implementation Update

Recommendations

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.

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.

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

D. THAT Council approve the Respect in the Workplace policy and associated procedure (attached as Appendices E and F) 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. Administrative updates or revisions may occur in response to changes in legislation such as WorkSafeBC, Privacy legislation, or changes to the Human Rights code; the need to add a definition or provide clarification to a definition; changes to roles or responsibilities of a City function and subsequent process impacts.

Purpose and Executive Summary

The purpose of this report is to inform Council, staff and the public of the initiatives taken by City of Vancouver towards the implementation of the Equity Framework in the past year. As the report shows, the City's internal equity work is organized in 14 categories of action, and the City

has made considerable progress over the last year towards meeting or exceeding its self-declared goals in nearly all 14 categories. The City's community-facing equity work is partially advanced through a set of identity-based strategies, among which the work on women, trans and gender-diverse communities is being flagged as being in need of renewal.

This report also highlights two new policies – one administrative and approved by the City Manager and one Council, recommended for Council approval – that play significant roles in advancing the City's equity commitments: the Language Access Policy (LAP), and the Respect in the Workplace Policy (RWP) and associated Procedure. The RWP, which requires Council approval, sets expectations for respectful behaviour in City workspaces and outlines processes for addressing harassment, including discriminatory harassment. Staff recommend that this new RWP policy and procedure replace two older policies (AE-002-05 and AE-002-06).

Council Authority/Previous Decisions

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

The Human Rights and Harassment policy (AE-002-05) was adopted by Council in 2009, amended in 2011 and 2016. The Respectful Workplace policy (AE-002-06) was passed by Council in 2011.

In January 2022 Council adopted a motion to endorse the aspiration of Vancouver becoming a Restorative City and to incorporate restorative justice values and principles in how the City works.

City Manager's Comments

The City Manager concurs with the foregoing recommendations.

Context and Background

The City's Equity Framework: Getting Our House in Order is a conceptual document, the purpose of which is to define core ideas underlying the City's commitment to equity, and align the City of Vancouver's internal culture and processes in the direction of equity.

The Equity Framework is implemented through:

o A myriad of community facing initiatives, including several identity-based strategies that consider the experiences of specific marginalized communities, identify how the City can remove inequities and provide conditions for these communities to thrive. This work, led primarily by the Arts, Culture and Community Services department, comes before Council throughout the year, and is summarized at a high level in this report.

o Internal initiatives underway in each City department, focused on "getting our house in order" by transforming the culture and inner workings of the City as a large employer, service provider, regulator, and aspiring leader in equity and inclusion. Organized within the framework of the Global Diversity, Equity and Inclusion Benchmarks, this work is coordinated through the Equity Office and is detailed in this report and appendices.

The City's work on equity complements and supports the extensive efforts on reconciliation and advancement of Indigenous rights, pursued within the framework of the City of Vancouver's UNDRIP Strategy, adopted by Council in October 2022 and detailed elsewhere.

Discussion

Status Update on the City's Community facing Identity-based Strategies

Accessibility Strategy

The Accessibility Strategy reflects the City's commitment to support the full participation of persons with disabilities by establishing and maintaining inclusive services, programs, and infrastructure, and by identifying, removing, and preventing barriers. Council adopted Vancouver's first Accessibility Strategy (Phase 1) in July 2022 and received a first Implementation Update in April 2023. Development of the Strategy is now in Phase 2, which involves conducting broader engagement, and convening a new Accessibility Committee. This work was resourced in the 2023 budget. Work is on track to bring a finalized Accessibility Strategy forward in 2024 and staff will continue to update Council on implementation.

Age-friendly Action Plan (2012-2015)

A compendium of over 60 actions that the City can take to help make Vancouver a more safe, inclusive and engaging city for seniors was prepared by staff and presented to Council for information in 2013. Several City departments undertook actions over the following 2.5 years; however, without clear Council direction or dedicated resources, implementation was not formally tracked or monitored. This work is in a moment of revival with the development of a Seniors Housing Strategy, and budget allocation for a new Seniors planning position in 2023.

Anti-Racism and Cultural Redress

The work on anti-racism and cultural redress consists of efforts to address historical wrongs experienced by various cultural groups, remove systemic barriers for racialized people in Vancouver, and support cultural vibrancy. In 2022, several milestones were reached including Council's apology to the Italian Canadian community for their treatment during WWII, adoption of the IHRA definition of antisemitism by Council motion, and implementation of Access without Fear policy. Current active projects within this portfolio are:

  o Council formally apologized for the Komagata Maru incident in May 2021 and approved the Historical Discrimination Against People of South Asian Canadian Descent interim report in July 2022. In May 2023, Council approved the secondary naming of a street as an act of redress in acknowledgment of the City's role in the Komagata Maru incident.
  o In September 2022, Council approved the Addressing Anti-Black Racism and Historic Discrimination Interim Report. Completion of the report was put on pause for much of the last year due to staff turn over, but has recently resumed.
  o Chinatown-related work is currently led out of the City Manager's Office, and includes the Uplifting Chinatown Action Plan, approved by Council in January 2023, and continued work towards implementation planning of the Vancouver Chinatown Cultural Heritage Assets Management Plan (CHAMP) Strategic Framework approved in principle by Council in June 2022.

Several staff positions working on these projects were made permanent in the 2023 budget and the work is generally on track, though this portfolio is undergoing significant turn-over including among senior staff. A 2020 Council motion directed staff to work on an overarching anti-racism

policy statement, which has slowed due to capacity challenges, but staff are planning to accelerate this work with support from a consultant.

Trans, Gender Diverse, Two Spirit (TGD2S) Inclusion Strategy

Adopted by Council in 2016, Supporting Trans* Equality and an Inclusive Vancouver, was and remains an innovative and influential local government policy, the purpose of which is to ensure that municipal programs, services, and physical spaces are safe and accessible to TGD2S users – whether residents, visitors, or City staff. Most "Quick Starts" and actions have now been implemented or underway, and there has not been much progress to report on since the March 2020 update to Council. In addition, the context of the TGD2S community has evolved over the past seven years since the initial work was done. Further actions to work toward equity and safety for the TGD2S community need to be identified based on exploration of any barriers that have prevented full implementation of the original Strategy. Staff have identified a need to evaluate what impacts the implemented changes have had on TGD2S community members and staff, and conduct community consultations to understand current issues and needs. Scope and resourcing for this initiative will be considered in the prioritization of demands and work assignments for 2024.

Women's Equity Strategy

Another strategy aimed at improving gender equity is the City for All Women: Women's Equity Strategy (2008-2018). Since its adoption, staff have implemented the majority of the actions in a phased approach across priority areas that span safety, childcare, housing, municipal facilities, and representation in the City's workforce. The progress on this Strategy has been incremental over the past few years as described in the March 2022 progress update to Council. Staff recommend a review of progress and outcomes to date, and consideration of further potentially impactful action the City can take, especially regarding the needs of women with intersectional identities (e.g. Indigenous, racialized, disabled women), and in consideration of the impacts of the pandemic and the post-pandemic era on the lives of women. It is also worth exploring the possibility of a singular approach to gender equity– bringing together the concerns of women and the TGD2S community, without losing the distinctions. As above, scope and resourcing for this work will be considered in the prioritisation of demands and assignments for 2024.

Internal Initiatives Progress Report

Following the adoption of the Equity Framework, Council directed the Equity Office to conduct a benchmarking and goal setting exercise and work collaboratively with departments to identify actions that would bring the City's internal culture and structures into alignment with equity.

In late 2021 and early 2022, The Equity Office used the Global Diversity, Equity and Inclusion Benchmarks: Standards for Organizations Around the World (GDEIB), a tool developed by a panel of 112 experts at the Centre for Global Inclusion, to lead an organization-wide benchmarking and goal-setting exercise, the results of which are presented in the 2022 annual implementation update memo. Findings of the City's Employee Benchmark Survey – summarized in a 2021 memo and a 2022 memo – were also integrated into this exercise.

The GDEIB organizes the work that needs doing to move an organization towards its equity goals into four Focus Areas and fifteen categories of action. Within each category, the tool describes what it would mean for the organization to score as a Level 1 (inactive), Level 2 (reactive), Level 3 (proactive), Level 4 (progressive), or Level 5 (best practice) through specific benchmarks. Using this tool, the Equity Office examined the City's level of maturity in 14 categories, and scored the City somewhere between 1.5 and 3.5 depending on the category. The City set goals of achieving a level 3 to 4, depending on the category, by 2025.

Progress towards the targets in 14 categories over the past year are summarized in the table below and described in Appendix A of this report. A list of actions taken by City departments in each of the 14 categories are presented in Appendix B of this report. Plans are in place to create a public-facing dashboard to share this information and provide regular status updates on departmental actions as a measure of accountability to staff and the community.

Table 1: Progress towards City's equity targets over the past year

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

* = Identified in 2022 as priority Area

Initial Level (2021)
Target Level (2025)
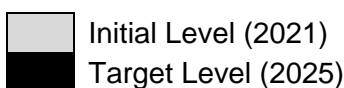
Three of the many initiatives moving the City in the direction of its equity commitments are highlighted below and in the remaining appendices to this report.

Collection of Demographic Data ahead of the 2022 Municipal Election
Highlight from Category 8: Assessment, Measurement and Research

Collection and analysis of disaggregated data is a pillar of an evidence-informed approach to pursing equity.

In the lead up period to the 2022 municipal election, the City of Vancouver Election Office conducted a voluntary survey to collect information on the identity of candidates running for office. The purpose of the exercise was to understand how the demographics of candidates compare to the demographics of Vancouver residents with the ultimate goal of identifying any discriminatory barriers and making local politics more accessible.

Of the 137 candidates running for Mayor, City Councillor, Park Board Commissioner, and School Board Trustee, 106 responded to the survey, a 77% response rate. Analysis of the data suggested that election candidates were reasonably representative of the Vancouver population in most ways. For example, women and racialized people were represented among election candidates at roughly the same percentages they are represented in the Vancouver population. However, when it came to some factors including age, immigration, and socio-economic class,

there were considerable gaps between who ran for office and who lives in Vancouver. In particular, folks under 40 and over 60, first generation immigrants, and those with lower incomes, lower education, and lower rates of home ownership were under-represented among election candidates. Full results are available in Appendix C.

Creation of the Language Access Policy
Highlight from Category 9: Communications

Language accessibility refers to reducing barriers to accessing information or services for people with limited proficiency in English.

Over the past three years, City staff have been developing a draft policy to guide the City's practices in this area, by consulting with internal and external stakeholders to learn about the challenges and considerations when it comes to language accessibility. The final policy establishes the principles and general standards for public-facing services provided by the City, with an initial focus on translation. In June 2023, City Manager approved the Language Access Policy (ADMIN-073), provided in Appendix D of this report, as an Administrative Policy. Internal awareness building is underway and implementation will first focus on critical/high-impact areas.

Vancouver is one of the most linguistically diverse cities in Canada, where one in every four residents (26%) uses a non-English language at home, according to the 2021 Statistics Canada Census. Providing information about the City's services, in ways that reflect the linguistic diversity of the city, is a key factor for members of the public to feel informed, engaged and a sense of belonging. More recently, our experience during the pandemic and extreme weather events has further highlighted the need for language accessibility.

The City also recognizes that the local Indigenous languages, hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh, are vital to the cultural identities of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səl̓ilwətaɬ (Tsleil-waututh) Peoples, on whose lands the City of Vancouver is situated. The development of local Indigenous language standards will require future engagement with the xʷməθkʷəy̓əm, Sḵwx̱wú7mesh and səl̓ilwətaɬ Nations.

Creation of a new Respect in the Workplace Policy
Highlight from Category 5: Advancement and Retention

A respectful and harassment-free workplace is key to job satisfaction and retention of staff, and essential to customer satisfaction and the City's ability to serve the community. Staff and community members from historically marginalized identities are particularly vulnerable where cultures of bullying, harassment and discrimination are allowed to thrive.

The City's existing policies addressing expectations of workplace behaviour have been in need of renewal for a number of years. Human Resources in partnership with the Equity Office and Legal Services, took on the task of combining and updating the Respectful Workplace Policy (which dealt with "personal harassment") and the Human Rights and Harassment Policy (which dealt with "discriminatory harassment) to reflect the legislative and cultural environment of our time. The 2021 Employee Benchmark Survey added to the impetus for this work, when results showed that only 58% of staff agreed (or strongly agreed) with the statement "I am confident that appropriate action will take place when I report an incident of discrimination or harassment." 23% disagreed (or strongly disagreed) with the statement, and 19% were neutral.

The staff project team conducted a jurisdictional scan in 2022, examining similar policies at nine peer organizations: City of New Westminster, City of Nanaimo, TransLink, Province of BC, City of Edmonton, City of Calgary, City of Toronto, City of London and City of Waterloo. The scan

showed that most peer organizations have also combined their policies on personal and discriminatory harassment into one, and that many of them have far more detailed policies than the City of Vancouver, outlining multiple options for addressing harm. City of Edmonton, in particular has a very robust policy and procedure, though it was noted that City of Edmonton also has significantly larger internal capacity (team of 12+) for addressing concerns of harassment and workplace conflict compared to the City of Vancouver.

Lessons from peer jurisdictions were combined with the knowledge and past experiences of the staff project team to create drafts of a new policy and procedure. Consultations took place with the unions in early 2022 and with staff in early 2023. CUPE 15, CUPE 1004 and IAFF18 took time to provide detailed input. Nearly 200 staff from across the ranks in the organization also commented on the draft directions and many are keen to remain informed of these evolutions.

The new Respect in the Workplace policy and procedure documents have been created in an attempt to embody the following principles:

- o Create a singular set of expectations of behaviour for all interactions including those among staff, with members of the public, Mayor and Council and others, while being clear that the mechanisms for addressing harassment will vary depending on who is involved and what powers the City has.

- o Update the language to speak to current cultural context, including specific mention of the digital realm in the definition of workplace, specific mention of the diversity in our workplace and existence of multiple cultural norms, and the mention of Indigenous practices for conflict resolution and repair.

- o Reintroduce 'informal resolution' mechanisms for addressing harassment as well as behaviours that don't rise to the level of harassment but make one feel disrespected or uncomfortable, and the creation of a new workplace restoration team in the Equity Office to develop, implement and promote restorative approaches in disputes among staff. This initiative is one modest example of how the City can move in the direction of becoming a Restorative City.

- o Introduce trauma-informed elements such as permission for complainants and respondents to have a support person with them, expanding the window within which complaints can be made from 6 to 12 months, and introducing certainty throughout continuous communication during the course of an investigation.

- o Introduce accountability measures such as clear roles for all parties including City Leadership Team, and mechanisms for bringing a complaint against Human Resources, the Equity Office, and City leaders when necessary.

- o Introduce more transparency into Human Resources processes by describing, in general terms, some of the factors that go into key decisions where the City needs to exercise discretion and balance operational realities and the interests of all parties involved.

The policy and procedures will be operationalized through targeted communications and training for staff. Over the next year, the City will track key metrics with respect to issues raised and complaints investigated, with an eye to making any necessary adjustments to the policy and procedures, and committing to regular cycles of review.

Financial Implications

There are no financial implications associated with this report's recommendations.

Legal Implications

The Respect in the Workplace policy and associated Procedure align with the City's responsibilities under Worksafe BC legislation which states: Employers must implement procedures for responding to reports or incidents of bullying and harassment. The procedures must ensure a reasonable response to the report or incident and aim to fully address the incident and ensure that bullying and harassment is prevented or minimized in the future.

*   *   *   *   *   *   *   *   *

APPENDIX A
OVERVIEW OF THE CITY'S PROGRESS ON EQUITY

FOUNDATION GROUP

The three foundational categories are the base of equity work and necessary for the effective operation of all other categories.

1: Vision, Strategy, and Rationale	2: Leadership and Accountability
Recent progress: The City's vision and rationale for equity work are articulated in the Equity Framework. Since its adoption by Council in 2021, the Equity Framework has been increasingly socialized into various parts of the organization, with several departments building on the City's equity vision and rationale and creating their own internal strategies, tailored to their local work contexts. Nearly all departments are also integrating actions into their annul work plans to advance equity (detailed in Appendix B). Next steps: To reach the target level in this category, the City needs to continue to spread and socialize its equity vision and mission to *all* employees, with an emphasis on reaching frontline, operational and non-desk based staff who have much to contribute but are often excluded from these conversations.	Recent progress: In the past year, leaders at the City have demonstrated sustained engagement in equity topics, though not universally and not with the same levels of urgency shown in 2020/2021. Chief Equity Officer has been a consistent presence with leaders, regularly hosting discussions and workshops on the application of equity concepts in the workplace. Human Resources updated the City's leadership competencies to emphasize reconciliation-related knowledge and ensure that annual performance reviews and development plans include building equity and reconciliation competencies. Next steps: Frontline, operational and non-desk based leaders, who have historically lacked access to equity-related training and engagement opportunities, continue to need to be prioritized for exposure and learning. All leaders continuing to develop competency in equity and becoming visible champions will help the City reach its target in this category.

3: Structure and Implementation
Recent progress: The City made significant progress in this area in 2022. Departments are increasingly providing resources, staffing and support to advance implementation of the Equity Framework, including creating and filling new equity-focused roles and developing equity committees or advisory groups. The City's Equity Council and Employee Resource Groups have grown and become established as governance bodies, and are maturing into dependable and influential advisory groups. Next steps: The City is close to achieving its target in this category. To fully reach its target, business units will need to prioritize cross-departmental collaboration on equity work, ensuring that the various structures are in conversation with, and learning from, one another.

INTERNAL GROUP

The internal group focuses primarily on strengthening Human Resource policies, systems and processes to advance equity. Progress in this area involves ongoing partnership with unions.

4: Recruitment	5: Advancement and Retention
Recent progress: In 2022, the City conducted its first analysis of self-reported demographic data in hiring, looking at what proportion of applicants from equity-seeking groups are advancing through stages of the hiring process, and identifying where there are barriers. The Recruitment team gained a better understanding of challenges through discussions with Employee Resource Groups, and are working to address these through targeted outreach, staff training and the development of new structures, such as a specialized Indigenous recruiter role, and outreach to people with disabilities. Next steps: A comprehensive review of the City's recruitment practices with an equity lens is underway, including reviewing all recruitment-related policies and procedures. To progress in this area, the City will need to systematically increase diversity on selection panels, and introduce measures to mitigate biases on panels.	Recent progress: In the past year Human Resources implemented a succession planning program for exempt leaders, which considers equity as a key first step. Several departments similarly initiated their own mentorship and talent development programs. Human Resources also updated the City's exit interview process with identity-related questions to better understand retention challenges and opportunities. Additionally, a new Respect in the Workplace Policy was developed which strives to reduce turnover connected with negative workplace experiences. Next steps: Human Resources has begun updating the City's onboarding processes to ensure a more consistent experience for all staff. Continued data collection and research will be important, to trace life cycles of staff from different identity groups and holistically understand diversity in the workforce.
6: Job Design, Classification and Compensation	7: Work-Life Integration, Flexibility and Benefits
Recent progress: The City has made some minimal progress in this area, including eliminating assumptive requirements in job descriptions and highlighting the value of lived experience. Next steps: The conversation on what the City considers "fair wage" and how to successfully implement a fair wage policy in a complex organization will be critical in advancing in this category, including in the context of several collective bargaining processes underway. To remain at or exceed its standing in this area, the City should pay all employees "at minimum a living wage, in accordance with provincial standards". The City's approach to fair wage does not meet the Provincial guidelines for living wage this year, but may meet or exceed them (as it has in the past five years) depending on the fluctuations in living wage. There is also much to be done internally to review classifications, ensure consistencies across the organization, and systemically review job descriptions with an equity lens.	Recent progress: In the past year, the City continued to adapt its benefits to better meet staff needs, including collaborating with Homewood Health to improve their web platform, and procuring new culturally competent crisis management and mental health support services. Two staff wellness rooms were upgraded to allow for smudging, and guidelines for new facilities updated to require a space to accommodate ceremonies involving burning. The City also formally launched its Flexible Work Program in 2022 that allows predominantly desk-based staff to flex their work time between a City worksite and a remote work location. Next steps: The City needs to look at creating forms of flexibility for non-desk staff, as well as flexibility connected with equity, such as systemically accommodating staff who want to take time off for non-dominant religious and cultural holidays. Human Resources will also need to continue to monitor feedback about the Flexible Work Program, to ensure that program remains beneficial to marginalized groups.

BRIDGING GROUP

These categories provide critical linkages that connect foundational work with the internal and external foci of equity at the City.

8: Assessment, Measurement, Research	9: Communications
Recent progress: The City made steady progress in this area in the past year. An in-depth analysis of data from the Employee Benchmark Survey contributed to increased learnings about the experiences and needs of different employee groups. Some teams took on additional assessments within their departments to better understand local landscapes. The first voluntary, anonymous demographic survey of 2022 Election candidates was also conducted, to assess representation in the City's political leadership. Next steps: The Equity Office has made progress on developing key metrics to begin to measure the impact of the City's equity work (e.g. changes in presentation of racialized people in senior leadership). Developing a transparent and accessible dashboard will allow the City to continue to progress in this category. In 2024, a second iteration of the Employee Benchmark Survey will be conducted to compare progress over the last three years.	Recent progress: The City mainstreamed equity topics into internal communications, and made the content easier to understand, access and consume. A cross-departmental working group engaged with off-network staff to understand how they receive communications, and identified numerous opportunities for improvement. The City also continued to make advancements in language access: an online version of the 2022 Election voters guide was developed in eleven languages and multi-lingual templates were created to address communication gaps in notifications of extreme weather events. Next steps: Developing a robust communications infrastructure that can reach all staff continues to be fundamental to internal communications. For external-facing communications, implementing the Language Access Policy, and continuing to improve accessibility including seamless integration of ASL and close captioning at Council meetings, will help the City reach its target.
10: Learning and Development	**11: Connecting Equity and Sustainability**
Recent progress: The City is close to achieving its target in this category. In 2022, a JEDI (Justice Equity Decolonization and Inclusion) curriculum was launched, including three learning pathways with curated, progressive curricula. Human Resources expanded training offerings on equity topics, some co-designed in collaboration with Employee Resource Groups. Nearly every department also undertook equity-related learning within their teams, customizing content to local contexts. The City is transitioning away from ad-hoc trainings on equity issues to a much more systemic and sustained learning model in this area. Next steps: The City needs to ensure continued and sustainded investment to make training available and accessible to all employees, regardless of level or location. Efforts to diversify methods of training should be prioritized. To achieve its target, the City will also need to look at	Recent progress: In the past year, the Sustainability team and Equity Office have been working together closely to connect and align these areas of work. The teams are collaborating on implementing the Equity Framework through climate action via the Climate Justice Charter, which recognizes the link between equity and sustainability. Next steps: Work is underway to trial an equity impacts section in Council reports, as well as build new structures within the Sustainability team to support internal team capacity for ongoing equity work, including a pilot Community of Practice for climate and equity applied learning work. Continued collaboration and partnership between the Equity and Sustainability teams will support the City in reaching its target in this category.

what kind of education it is providing externally to key partners.	

EXTERNAL GROUP

The categories in this group relate to how the City offers its public services to – and interacts with – residents, communities and other governments and partners.

12: Partnerships and Grants	[13: Service Provision]
Recent progress: The City has demonstrated bold innovation and leadership in this area. In 2022, the UNDRIP Strategy was adopted by the Musqueam, Squamish and Tsleil-Waututh Nations and City Council, marking the City's most significant partnerships. In the granting area, teams in Arts, Culture and Community Services and the Vancouver Emergency Management Agency reviewed their processes, and overhauled or re-imagined programs to minimize redundancy, embed equity criteria and increase accessibility. Next steps: Cross-departmental planning is underway on the UNDIRP action plan, and other key pieces such as an Honoraria/Handshake Policy to support the needs and cultural rights of Indigenous partners. To maintain progress in this category, the City's community investment strategy will need to continue to prioritize equity-denied groups and grant-making activities need to remain rigorous, accountable and aligned to Council policies and priorities.	[This GDEIB category has not assessed in 2021 as it pertains, in the context of the City, to hundreds of different lines of service provision, and requires a decentralized, one-team-at-a-time approach that was not feasible given the small size of the project team in the Equity Office. Dozens of service providing teams are already on their way towards shifting their practices in the direction of equity, through numerous projects completed in 2022 and underway, including many that are connected with one or more of the identity-based strategies. Additionally, in response to a motion by Council, the Equity Office and partners are currently conducting a preliminary review of all City bylaws with an equity lens. The outcome of this work will also contribute to the City's maturity in this category and will inform next steps.]
14: Public Engagement and Customer Service	15: Responsible Procurement
Recent progress: The City tested new approaches and made good progress in this area in the past year. Many efforts were made towards increasing accessibility in public engagement and services, including upgrading public washrooms, redesigning the Zoning and Development By-law to enhance access and piloting a program allowing electors to vote from their place of residence. Next steps: Building consistent processes for how departments engage with, and serve, the public, is important in this area. Work is underway to develop an organization-wide stakeholder management database to more effectively manage community relationships. Full implementation of the Language Access Policy	Recent progress: The City continues to perform well in this area and is close to achieving its target. A cross-departmental working group reviewed the procurement process and identified numerous opportunities for reducing administrative barriers. The Sustainable Procurement program also steadily progresses, as outlined in the Annual Procurement Report 2022. Next steps: Efforts are underway to design a procurement framework unique to engaging community experts on the work on Missing and Murdered Indigenous Women and Girls. Continuing to use innovative approaches to increase the accessibility and approachability of procurement is important in this area. The City will

| will also allow for systematic, citywide progress in supporting communities experiencing language barriers. | also need to look at building the capacity of underrepresented suppliers, including providing educational support and coaching. |

APPENDIX B
EQUITY MATURITY ASSESSMENT: DETAILED DEPARTMENTAL ACTIONS BY CATEGORY

FOUNDATION GROUP

Category 1: Vision, Strategy and Rationale

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Departmental Equity Strategy development	Arts, Culture and Community Services; Engineering Services; Real Estate, Environment and Facilities Management; Planning, Urban Design and Sustainability	Completed (2022)	Arts, Culture and Community Services developed an action plan based on feedback from the 2021 Employee Benchmark Survey, including departmental and team specific recommendations. Engineering developed a departmental Diversity and Inclusion Vision Statement after multiple rounds of consultations with staff, gathering input and feedback on drafts. Senior Leadership in REFM developed an REFM Culture Action Plan based on feedback from the 2021 Employee Benchmark Survey results, including team specific objectives. Planning, Urban Design and Sustainability established an Equity Committee that is co-developing a departmental Equity Strategy and establishing a work plan and budget for the work.
Incorporating Indigenous methodologies: Risk Management Strategic Planning	Finance, Risk and Supply Chain Management	Completed (2022)	Learned and applied Indigenous methodologies, such as charettes and storytelling, to develop the Risk Management team's priorities and strategic plan. This process facilitated learning about reconciliation and enabled the building of trust, respect and collaboration among team members.
Workshop on Equity Framework for City Council and Park Board	Equity Office	Completed (2023)	Introduction and orientation to Equity Framework and key equity concepts for newly elected Council and Park Board.
Equity Framework adoption at Park Board Leadership table	Vancouver Board of Parks and Recreation	In progress (2023)	The Park Board Leadership Team recently begun unpacking and understanding the Equity Framework to create a process to support leaders in utilizing the framework. Next steps are being developed.

Category 2: Leadership and Accountability

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Leadership Research on Diversity and Inclusion	Engineering Services	Completed (2022)	One of seven work packages developed under Engineering's Diversity and Inclusion 2021-2022 Strategy. This team defined positions considered to be leader roles, conducted interviews with leaders to understand current skill level and knowledge with diversity and inclusion concepts, and identified gaps and supports needed. Research included surveying staff from equity-denied groups to provide input into implementation of training. A final report was delivered to subsequent teams to build on.
New Reconciliation competencies in performance development and planning	Human Resources; Indigenous Relations; Equity Office	Completed (2022)	Updated one of the City's leadership competencies (Reconciliation and Equity Leadership) and the annual performance planning and review form. Starting in 2023, staff are thinking about their current level of reconciliation-related knowledge/skills, and determine next steps to deepen capabilities.
Capacity building for senior leaders	Equity Office	Ongoing	The Chief Equity Officer regularly hosts workshops and discussions with the City Leadership Team and Connected Leaders group (senior leaders at the City). In 2022, these included: equity considerations in performance management, giving and receiving equity-informed feedback, and aligning data work with equity goals.
Leadership engagement in JEDI meetings and issues	Equity Office	Ongoing	The Equity Office has started to monitor and track engagement of management and senior management in equity-related meetings. Early results indicate that many (but not all) leaders are making time for all-staff JEDI meetings, and other workshops and learning sessions on complex equity issues.

Category 3: Structure and Implementation

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Departmental equity advisory groups/committees	Arts, Culture and Community Services; Engineering Services; Vancouver Fire Rescue Services	Completed (2022)	ACCS is establishing an Advisory Group to provide advice on where to focus JEDI training resources and initiatives for advancement. They will survey staff at the end of the year to better understand the value of initiatives undertaken and where to focus for the next year. Engineering created a Diversity and Inclusion Advisory Committee as a core structure to its D&I Program. Current membership is composed of office and operations staff in all positions. The team created a Terms of Reference and annual renewal process for the Committee. Made up of 3 representatives from the Exempt Leadership team and 3 representatives from the Union, the VFRS Joint Equity Committee meets monthly to build relationships, discuss how to create a more equitable and inclusive work environment and co-create solutions to arising issues.

Creation and hiring of new equity-focused roles	Business Planning and Project Support; Engineering; Human Resources; Vancouver Fire Rescue Services; Arts, Culture and Community Services; Equity Office	Completed (2022)	The Business Planning and Project Support Office created and filled the role of Senior Manager, Strategic Initiatives. The scope of work is policy-focused and includes redress, supporting equity work and building internal capacity to support organizational change projects. Engineering created a job description for a permanent diversity and inclusion role, customized for the departmental context. Hiring is underway. Human Resources created and filled a second equity role, focused on Citywide equity, diversity and inclusion learning and development. VFRS created a new Assistant Chief of Equity and Inclusion to work with the Deputy Chief of People and Projects. The goal of these two senior roles is to transform the culture and improve diversity and inclusion practices in the Fire department. Several initially temporary positions focusing on community-facing equity work in ACCS received Council support to become permanent. The Equity Office is now fully staffed with three Equity Consultants, Senior Communications Specialist and Office Administrator. Plans are in place for creating a two-person Workplace Restoration team.
Established governance of Equity Council	Equity Office	Completed (2022)	The governance of the Equity Council was fully established, with the group acting as a standing advisory table that consults on major equity initiatives. In 2022, Equity Council provided input and feedback on a number of projects, including the Equity Maturity Assessment, JEDI Curriculum Framework, Respect in the Workplace Policy revisions and developing a guide for procuring equity consultants.
Creation of VFRS Employee Resource Groups	Vancouver Fire Rescue Services	Completed (2022)	VFRS formalized the creation of staff-led Employee Resource Groups. Groups are consulted on how to help foster inclusive, equitable and supportive work environments. Their work was recognized by the 2023 JEDI City Service Award.
Formalizing Employee Resource Group (ERG) consultation and engagement	Equity Office	Ongoing	Developed principles for engagement and formalized channels for consulting Employee Resource Groups in projects. In 2022, ERGs were involved in a number of projects including supporting the review of recruitment processes and developing and building new staff trainings. The leads of the Employee Resource Groups were the 2022 recipients of the JEDI City Service Award.

INTERNAL GROUP

Category 4: Recruitment

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Departmental reviews of recruitment processes	Arts, Culture and Community Services; Finance, Risk and Supply Chain Management; Vancouver Board of Parks and Recreation; Vancouver Fire Rescue Services	Completed (2022)	Several departments undertook reviews of their recruitment processes and made improvements, including: adding new interview questions to assess equity competency (FRS), creating new recruitment frameworks (VFRS) and re-structuring roles to increase safety of staff with lived experience (VBPR).
Analysis of demographic data in hiring	Equity Office; Human Resources	Completed (2022)	Based on self-reported demographic data from job applicants, HR and the Equity Office conducted an analysis of what proportion of applicants from four equity-seeking groups (Indigenous people, visible minority, women, and people with disabilities) advanced through each stage of the hiring process compared to their peers. Among the four groups, the City's largest gap is in attracting/hiring people with disabilities.
Created and hired the City's first Indigenous Recruiter role	Human Resources	Completed (2022)	Created and filled the City's first Indigenous Recruiter role, focused on encouraging Indigenous applicants to apply to roles at the City and supporting them throughout the recruitment process. The role also includes fostering effective relationships with the local Nations and supporting work related to recruitment identified in the UNDRIP strategy.
Diversity recruiting through external search firms	Human Resources	Completed (2022)	In 2022, external search firms helped source diverse leaders for the City including the roles of Deputy City Manager and Senior Director of Indigenous Relations. The two search firms used were chosen for their capabilities in diversity and inclusion. HR stresses the importance of generating a diverse candidate list when working with executive search firms, including specifically asking for outreach plans and approaches to reach a diverse pool of applicants.
Focus group discussions with Employee Resource Groups	Human Resources	Completed (2022)	Conducted focus groups with 3 Employee Resource Groups to better understand challenges to being hired at the City, both as external and internal candidates. Learned about barriers in HR, systemic and process-related. Feedback helped identify some priority areas for 2023.
Recruitment staff training	Human Resources	Completed (2022)	The majority of the recruitment team underwent training in the areas of disability awareness, trauma informed practice and impacts of residential schools and colonization. All team leads completed a two day session by Infonex: Best Practices for Driving Diversity, Equity and Inclusion in the Workplace, and the Indigenous recruiter completed a recruitment and retention course in the context of Indigenous employment.

Outreach to People with Disabilities	Human Resources	In progress (2023)	Attended 4 career fairs for People with Disabilities. Spoke with candidates, case workers and parents to learn directly about barriers not only with process but types of roles available for People with Disabilities. Continued work in this area is underway, including participating in the Abilities Expo.
Recruitment equity review	Human Resources	In progress (2023)	Project Phase 1 completed, including a document review of all recruitment-related policies, procedures and other written material to identify bias and barriers. Review of material completed by cross organizational working group. Procurement for consultants to proceed with Phase 2 is underway.

Category 5: Advancement and Retention

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Applying an equity lens in talent development and succession planning	Human Resources; Office of the Chief Safety Officer; Finance, Risk and Supply Chain Management; Equity Office	Completed (2022)	Human Resources built and rolled out a succession planning program for exempt managers and supervisors. Equity, diversity and inclusivity is one of the guiding principles of the program, and has been integrated into the key first steps of the succession planning process. Several departments are reviewing their talent development and succession planning processes, including incorporating diversity, equity and inclusion questions to enable awareness of unconscious biases and applying the Equity Framework lenses into processes.
Update of exit interview process	Human Resources	Completed (2022)	The exit interview process has been updated to include identity related questions for departing employees. Aggregated results are being reviewed by HR on a quarterly basis to identify trends/challenges/opportunities, and most recently a summary of this information has been shared with the City Leadership Team.
Departmental Mentorship Programs	Arts, Culture and Community Services; Real Estate, Environment and Facilities Management	In progress (2023)	Based on the ACCS Employee Benchmark Survey Action Plan, a departmental mentorship program is being developed to focus on developing leaders. A pilot of the program will be released in 2023 with up to 10 mentors and mentees participating in the 10 month program. As part of the REFM Culture Action Plan, REFM is implementing a peer advisor/mentorship program, developing succession plans for critical roles, providing cross-training and acting opportunities and implementing "skip-level chats" in which employees develop a relationship with their supervisor's supervisor.
Leadership Development: Minerva Women Leading the Way Program	Human Resources	In progress (2023)	The Organizational Development Team has partnered with Minerva BC to deliver its highly regarded Women Leading the Way program in-house, to expand the number of available seats to City leaders. One cohort annually for 20-25 exempt mid-to-senior-level women and gender-diverse leaders will be offered. Women Leading the Way empowers high-potential women and gender diverse leaders who want to expand their impact and/or advance towards senior or executive leadership.

BIPOC Leaders Community of Inquiry	Equity Office	In progress (2023)	The Equity Office piloted a Community of Inquiry as a supplementary learning space for Black, Indigenous and People of Colour leaders participating in the City's Leadership Essentials in Action Program (LEAP). The group engages in readings and meets every three weeks to reflect on current leadership practices and introduce/explore alternative cultures or worldviews.
Review of onboarding processes	Human Resources	In progress (2023)	Feedback from Employee Resource Groups has been collected and is being actively considered for integration into the onboarding process. Updates to the process, refreshed communications, and a new learning stream within the City's Learning management system have all been initiated to ensure a more consistent onboarding experience for all new staff.
Revision and amalgamation of Respectful Workplace and Human Rights and Harassment Policies	Human Resources; Equity Office; Legal Services; Finance; Risk and Supply Chain Management	In progress (2023)	The Respectful Workplace and Human Rights and Harassment Policies have been combined and revised into a single Respect in the Workplace Policy. Staff conducted a jurisdictional scan across public-sector organizations, facilitated 3 staff and manager engagement sessions and a number of one-on-one interviews. Project working groups reviewed feedback to develop a singular Respect in the Workplace Policy that is more accessible and attentive to the needs of those from marginalized communities.

Category 6: Job Design, Classification and Compensation

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Review and revision of job descriptions	Office of the Chief Safety Officer; Vancouver Board of Parks and Recreation; Arts, Culture and Community Services	Completed (2022)	Some departments have incorporated new language into job descriptions related to value of lived experience.

Category 7: Work-Life Integration, Flexibility and Benefits

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Review of flexible work program	Human Resources	Completed (2022)	Employees were surveyed on the effectiveness of the City's flexible work program and the general consensus was that the program is aligned with the objectives of equity in that it benefits staff with disabilities and health conditions, those juggling family responsibilities, and those who would have a long commute into Vancouver. At this point there is no indication that working from home significantly disadvantages those who choose it as an option. HR will continue to monitor.

Culturally Competent Mental Health Support Services	Human Resources; Equity Office	Completed (2022)	HR collaborated with Homewood Health, the City's Employee and Family Assistance Program, to make significant changes to their web platform, including allowing for the ability to book counselors online and changing registration forms to include non-binary options. Homewood's recruitment team collaborated with the Equity Office to create and post multiple job ads seeking counselors with diverse clinical and lived experience, and knowledge of how systems of oppression impact mental health. Improvements were also made to Homewood's Indigenous Support Services, offering increased and adequate compensation for Elders.
Culturally Competent Crisis Management for teams	Human Resources; Equity Office; Office of the Chief Safety Officer	Completed (2022)	Through an RFP process, HR secured culturally competent crisis management and mental health support services for employees, with a focus on supporting teams, bringing mental health services to the workplace, resourcing previously under-supported staff groups, and building longer term relationships with units. Internally, City Protective Services staff got trained on mental wellness, with benefits for the team and the clients they serve.
Extending compassion leave for Indigenous staff	Human Resources; Indigenous Relations; Equity Office	Completed (2022)	Arrangements were made for Indigenous staff to be able to take additional days off as compassionate leave in response to the news of mass grave findings at former sites of residential schools.
Smudging capacity and new guidelines for wellness rooms	Real Estate, Environment and Facilities Management	Completed (2022)	Designed and implemented 2 wellness rooms, installing additional ventilation fans to allow for smudging and to removing the need to bypass fire alarms. One wellness room is on the 4th floor of the West annex, and one is in 510 West Broadway. Guidelines for new facilities (e.g. community centres, libraries, other public facing buildings) now include that at least one multipurpose space will be set up for smudging to occur without requirements to override fire alarms.
Works Yard Equitable Washroom Review	Real Estate, Environment and Facilities Management; Engineering Services; Vancouver Board of Parks and Recreation	Completed (2022) and In progress (2023)	The Works Yard Equitable Washroom Review is a review of City-owned works yard washroom, change room and locker room facilities, and prioritizes actions needed to improve accessibility, women's equity and gender equity. The review, completed in 2022, includes the data, engagement results, conceptual designs, and high-level budget and cost estimates necessary to move forward with renovations and improvements to Works Yard facilities. Implementation is underway.
Reviewing accessibility of worksites	Arts, Culture and Community Services; Real Estate, Environment and Facilities Management	In progress (2023)	Ensuring that known procedures are in place for the safe exiting of facilities. Collaborating with REFM to ensure that accessible entrances are demarcated for ACCS buildings and ensuring that ACCS work locations have accessible washrooms.

BRIDGING GROUP

Category 8: Assessment, Measurement and Research

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
2022 Electoral Candidates Demographic Survey	City Clerks; Arts, Culture and Community Services; Equity Office	Completed (2022)	The Election Office conducted a voluntary, anonymous demographic survey to collect information on the identity of candidates running for office, to understand how the demographics of candidates compare to the demographics of Vancouver residents, and how to make local politics more accessible.
Colonial Audit	Vancouver Board of Parks and Recreation	Completed (2022)	In 2022, staff undertook a significant amount of work on a comprehensive "Colonial Audit" in order to identify both short and long term opportunities and specific ways to improve Park Board policies and practices with regard to Reconciliation.
Staff training on data equity with We All Count	Equity Office	Completed (2022)	Foundational and advanced training on Data Equity Framework was made available to over 60 key staff working with data and research, and shared with City leaders through a webinar. The Data Equity Framework is a seven-step approach to making data process decisions in a way that is congruent with equity priorities.
Employee surveys and analysis of disaggregated data	Equity Office; Arts, Culture and Community Services; Real Estate and Facilities Management; Engineering Services; Vancouver Fire and Rescue Services	Completed (2022)	In 2021, the City conducted an Employee Benchmark Survey which inquired into demographics and experiences of staff. In 2022, the Equity Office released a second update to staff, public and Council on results of this Survey, with a focus on disaggregated data and intersectional analysis, also in connection with other City quantitative data. Many departments and teams followed up with focus groups to better understand the experiences of staff groups illuminated by the Employee Benchmark survey and to plan actions for addressing challenges. Engineering Services introduced additional surveys of staff and sought input into implementation of departmental diversity and inclusion programming. VFRS conducted their own People, Culture & Equity Survey with support from the union.
Equity and Decolonization of Data Community of Practice	Arts, Culture and Community Services; Equity Office	Ongoing	Convened 100+ City staff from multiple departments to develop more equity-oriented practices in data and research. In 2022, held 4 quarterly meetings, 45 weekly drop-ins, 3 working groups, 5 structured training opportunities and developed guiding principles.
Urban Indigenous Data Governance	Arts, Culture and Community Services	In progress (2023)	With support from the Partnership for Healthy Cities and PlanH, the City is working with Metro Vancouver Aboriginal Executive Council and member organizations to identify data and research priorities and expectations around community governance and ongoing engagement with Urban Indigenous communities. This will inform updated Urban Indigenous health indicators in the Healthy City Strategy and the renewal of the Healthy City Strategy framework.

Development of key equity metrics	Equity Office	In progress (2023)	Using the Global Diversity Equity and Inclusion Benchmarks (GDEIB) and Employee Benchmark Survey results to identify City's key metrics/indicators for measuring progress towards equity. Consulted the Equity Council on key priorities. A set of about one dozen metrics have been developed and are close to finalization.
Developmental evaluation of the Climate Justice Charter process	Planning, Urban Design and Sustainability	In progress (2023)	Developmental evaluation of application of Equity Framework in climate work. Using the Climate Justice Charter (CJC) as a tool, producing storytelling materials and writing a case study of the development process of the CJC and resulting learnings.
Equity evaluation and indicators in Climate Emergency Action Plan	Planning, Urban Design and Sustainability	In progress (2023)	Creating a measurement, evaluation and learning framework and process to evaluate how equity is connected to climate work, and to measure equity outcomes of the Climate Emergency Action Plan.

Category 9: Communications

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Addressing communication gaps in extreme weather response	Civic Engagement and Communications	Completed (2022)	Worked with community partners to identify and address communications gaps when notifying the public of extreme weather responses. Created multi-lingual templates for social media and for community partners to share. Forged partnerships with groups such as Meals on Wheels and S.U.C.C.E.S.S. to deliver hand-printed materials to those without access to computers.
Multi-lingual Voters Guide: Vancouver Election	Civic Engagement and Communications; City Clerks; Technology Services	Completed (2022)	Developed a content and UX strategy to accommodate an online version of the voters guide in 11 languages, (Chinese – simplified and traditional, English, Farsi, French, Japanese, Korean, Punjabi, Spanish, Tagalog, Vietnamese), helping reach a wider audience and supporting equity and inclusion for Vancouver residents for whom English is not their first language. Embedded "how to" videos in key areas on election web pages, including featuring content on how to register, how to vote by mail. Videos included audio, visual, American sign language (ASL) and closed captioning.
Integrating JEDI into internal communications	Equity Office; Civic Engagement and Communications	Completed (2022)	Made JEDI-related content easier to access and consume. Sent information on JEDI regularly through internal communication channels, including educational content on pronouns. Proactively addressed socially charged issues and events related to JEDI internally, through all-staff messages. Clarified key messages and purpose of the role of the Equity Office. Improved accessibility of Equity Office-produced JEDI content, including recording and captioning all JEDI all-staff meetings and making them available to all staff, including off-network employees.
Staff SharePoint site	Real Estate, Environment and Facilities Management	Completed (2022)	Developed an internal staff SharePoint site dedicated to REFM's Culture Action Plan, resources and updates. Regular email and newsletter reminders are sent to staff about JEDI training pathway offerings, JEDI Meetings and encouraging staff to participate.

Diversity and inclusion communications	Engineering Services	Ongoing	One of seven work packages developed under the Engineering Services Diversity and Inclusion 2021-2022 Strategy. This team performs the ongoing support role of providing frequent communication to staff regarding D&I Program/Project opportunities and updates. They help to elevate and recognize the voices of diverse staff from all areas of the department.
Pronunciation of the new downtown park: sθəqəlxenəm ts'exwts'áxwi7	Vancouver Board of Parks and Recreation	Ongoing	sθəqəlxenəm ts'exwts'áxwi7 park is the first park in Vancouver to be gifted a name by the Musqueam, Squamish and Tsleil-Waututh Nations. Staff are asked and challenged to use the Indigenous name to honor the name gift from the Local Nations.
Use of pronouns	Vancouver Board of Parks and Recreation	Ongoing	There has been a concerted effort across the organization to choose language carefully when addressing one another, especially around pronouns. The 2SLGTBQIA+ team in Recreation ordered new name tags with pronouns on them for interested staff.
Crew Talks Initiative - Sewers Operations Pilot	Engineering Services	In progress (2023)	Using the Sewers Operations Branch as a pilot group, implemented a crew talks initiative to increase the level of communication and improve the content of messages to be more relevant. This includes getting messages to operational leaders in a timely manner, with improved content that includes topics related to diversity & inclusion.
Communicating with off-network staff	Business Planning and Project Support; Civic Engagement and Communications; Engineering Services; Equity Office; Human Resources; Technology Services	In progress (2023)	Cross departmental working group engaged over 700 off-network staff (in Arts, Culture and Community Services; Engineering Services; Real Estate, Environment and Facilities Management; Vancouver Board of Parks and Recreation) through 26 in-person engagement sessions and survey, to understand how, what and if frontline and operational employees are receiving corporate communications. Identified opportunities for better communication, improved processes and access to technology, to be implemented in 2023 and onwards.
Implementing accessibility best practices	Arts, Culture and Community Services; Civic Engagement and Communications	In progress (2023)	Making communications more accessible, including redesigning documents to meet screen readers standards, writing in plain language, providing captioning and ASL interpretation and digital accessibility. Adopted Language Access Policy.

Category 10: Learning and Development

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Development and launch of JEDI Learning Pathways	Equity Office; Human Resources	Completed (2022)	Developed and launched the City's first multi-year learning curriculum, including sets of curated, progressive and cumulative courses/building blocks for learning. 3 broad learning pathways were developed and rolled out Citywide: Decolonization and Reconciliation; Inclusive Workplace; Anti-Oppression, Identity and Allyship, as well as a tool to self-assess learning level.

Staff Training: ACCS	Arts, Culture and Community Services	Completed (2022)	Reconciliation training by Nahanee Creative was made available for up to 350 employees across ACCS. Participants were able to choose courses based on fit and schedule. Hosted debrief session after the courses had taken place to support reflecting on learning and discussing how to apply to the workplace. Trauma informed practices training was also offered to staff. Other learning initiatives are also underway, such as "Towards something Different" which includes working with staff to uncover what they need to thrive at work and looking at ways to unhook from toxic workplace culture characteristics.
Staff Training: CEC	Civic Engagement and Communications	Completed (2022)	All CEC staff completed four training sessions on cultural safety, decolonizing practices, fundamentals of anti-oppression and inclusive communication.
Staff Training: DBL – Customer Service Messaging Curriculum	Development, Buildings and Licensing	Completed (2022)	The intent of the Customer Service Messaging Curriculum is for DBL staff to construct more effective messages to external customers such as residents, applicants, and business owners, and covers etiquette in regards to language used in written and verbal correspondence.
Allyship & Inclusion Training for Operations Staff	Engineering Services	Completed (2022)	Roughly 270 staff in Sewers Operations, Sanitation, and Waterworks Operations completed allyship training, developed specifically to suit the Engineering context and the needs of operational staff. This training will continue to be rolled out for other work groups in 2023.
Diversity and Inclusion Curriculum Planning and Implementation: Engineering	Engineering Services	Completed (2022)	Two of seven work packages developed under the Engineering Services Diversity and Inclusion 2021-2022 Strategy. These teams engaged in desktop research of industry best practices, networked and learned from other municipalities implementing their own D&I curriculum and, through the support of a consultant, produced a final curriculum outline for the department. Engineering is currently piloting a wide range of courses with staff both in operations and in office.
Foundations of Anti-Oppression Training	Engineering Services	Completed (2022)	All Transportation staff were required to complete this virtual course led by Bakau Consulting. The workshop explored systemic oppression, social justice, privilege, identity and allyship through a variety of engaging activities.
Developing Disability Awareness Training	Human Resources	Completed (2022)	Worked with the Staff with Disabilities Employee Resource Group and an external consultant to pilot and finalize a disability awareness training, including learning about accessibility in customer service and how to respectfully interact with persons with disabilities. The course is available to all staff and will be offered at least 3 times in 2023. Development of a parallel course for Council and senior leadership is also planned for 2023.
Implementation of Indigenous Cultural Safety Training	Human Resources	Completed (2022)	Credits for online training program, offered by Nahanee Creative, purchased and made available to staff.
Implementation of Gender Diversity training	Human Resources	Completed (2022)	Gender diversity introductory and intermediate training made available to all staff.

Staff Training: HR	Human Resources	Completed (2022)	All HR staff participated in a Trauma Informed Practices Level 1 workshop, with a smaller sub-group also taking the Level 2 and Level 3 workshop. Staff are also learning through other trainings and presentations: Accessibility by the Canadian National Institute for the Blind, Presentation by Indigenous Elder, Equity Council training.
Staff Training: PDS	Planning, Urban Design and Sustainability	Completed (2022)	Cultural Safety training, provided by Nahanee Creative, was mandatory for all PDS staff. PDS also honoured Orange Shirt Day in collaboration with Reconciliation staff, to raise awareness and foster learning. Sustainability planned and delivered a three-part learning series for its staff on equity, reconciliation, decolonization and justice. This work was complimentary to another project on a Community of Practice. Rezoning staff undertook various training sessions with British Columbia Infrastructure Benefits.
Staff Training: REFM	Real Estate, Environment and Facilities Management	Completed (2022)	As part of staff development, staff participated in tours of the Museum of Vancouver's current display on ċəsnaʔəm and workshops on the importance of Cedar Weaving led by a traditional knowledge keeper from Musqueam. REFM staff conducted a World Café workshop on "Ways of Working Together" – over 180 staff participated in all of these activities. 95% of all office-based staff completed Impacts of Residential Schools & Colonization training. In 2023, all managers are recommended to include equity training in performance plans, and all staff are encouraged to attend the JEDI events hosted by the Equity Office.
Staff Training: TS	Technology Services	Completed (2022)	Developed a mandatory JEDI 101 catalog of courses and assigned to all staff in Technology Services. Over 300 Technology Services staff enrolled in five EDI related courses.
Women of Park Board Conversation	Vancouver Board of Parks and Recreation	Completed (2022)	This facilitated session provided a safe space for female identifying staff to share experiences of working in an often male dominated work culture. Strategies and optimism were offered as folks provided examples of challenges and discrimination in the workplace. Future sessions are being planned.
Cultural Celebrations	Equity Office; City Clerks	Ongoing	The City hosted several cultural celebrations and organization-wide activities to combine social interaction with JEDI Learning. These included a Nowruz celebration and Eid al-Adha lunch hosted by the Muslim Staff Employee Resource Group. Employees were provided with pre-paid tickets to learning events in Vancouver such as the Sankofa exhibit at Museum of Anthropology, ċəsnaʔəm exhibit at Museum of Vancouver, and Black Innovation Submit by Ethos Lab.

Leadership Essentials in Action Program (LEAP)	Human Resources	Ongoing	Recognizing the critical importance of inclusive leadership at the City, the Organizational Development Team within Talent Strategies has partnered with the Equity Office to continually evolve the curriculum and content of the LEAP program for first-level exempt managers, integrating a JEDI lens ensures the program's relevance and value for diverse managers leading diverse teams.
Weekly Decolonization Drop in Sessions	Vancouver Board of Parks and Recreation	Ongoing	The Manager of Decolonization Arts and Culture hosts a weekly hour long discussion on examples of colonial practices and current events that the dominant culture may not normally notice. The storytelling, questioning, non-colonial view points have assisted staff in challenging views and shifting practices from the dominant Eurocentric normality associated with bureaucracy to more Indigenous centric realities.
Staff Training: Legal Services	Legal Services	In progress (2023)	Lawyers and administrative staff received emails from management about the importance of JEDI competency in performing their job duties and have been provided with links to JEDI training resources, both internal and external. As part of their 2023 Performance Plan, administrative staff are required to take at least one CityLearn training course (or other training opportunity) related to JEDI. The Office Manager will follow up with staff mid-year to track progress. Lawyers were also asked to include in their 2023 Performance Plan details of the Equity and/or JEDI-related training each lawyer will undertake this year (which must include the Law Society's Indigenous intercultural course if not already completed). Performance Plans received at end of March. Research is currently being conducted into available external JEDI training specific to lawyers/admin staff (gathering recommendations from law firms).
Staff Training: OSCO	Office of the Chief Safety Officer	In progress (2023)	Encouraged all staff to attend JEDI events hosted by the Equity Office, and all managers to include equity training in Performance Plans. JEDI initiatives have been incorporated into all performance development plans for staff in City Protective Services.

Category 11: Connecting JEDI and Sustainability

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Creating a Community of Practice for climate, justice, equity, reconciliation, and decolonization	Planning, Urban Design and Sustainability	In progress (2023)	Designing and prototyping a community of practice for climate, justice, equity and reconciliation applied learning work, across multiple staff teams implementing climate work.
Implementation of Equity Framework through climate action	Planning, Urban Design and Sustainability; Equity Office	In progress (2023)	The Equity Office and Sustainability team are working together to implement the Equity Framework through climate action, via the Climate Justice Charter and Council Reports. Increasing team capacity for integrating equity and justice into sustainability work. Identifying project intervention points, developing equity analysis, trialing an equity impacts section in Council reports and building new work structures.

EXTERNAL GROUP

Category 12: Partnership and Grants

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Indigenous Youth Camp with Gathering Our Voices and First Nations Emergency Services Society	Vancouver Fire Rescue Services	Completed (2023)	VFRS' Indigenous Employee Resource Group partnered with First Nations Emergency Services Society to host an Indigenous Youth Camp as part of the Gathering Our Voices Conference which honours Indigenous youth for their resilience, strength and leadership. Engaged youth to learn about firefighter skills, practical fire safety knowledge, how to effectively use a fire extinguisher and ultimately encourage and inspire Indigenous youth to consider careers in the fire service.
Indigenous Healing and Wellness (Grants and Spaces)	Arts, Culture and Community Services	Completed (2022)	Supported several organizations through the Indigenous Healing and Wellness Grants program, including pre-paying lease for the future Saa-ust Centre, supporting the Urban Native Youth Association on identifying swing space in preparation for their current site redevelopment and signing a service agreement with Aboriginal Front Door Society for programming.
Multi Year Funding Grants - Cohort 1	Arts, Culture and Community Services	Completed (2022)	First multi year grants to non-profit organizations focused on Indigenous-led/serving organizations, Accessibility/Disability organizations, Gender and Sex Worker Safety.
UNDRIP Strategy and Action Plan	Indigenous Relations	In progress (2023)	The work with the local First Nations constitutes the City's most significant set of partnerships. The UNDRIP strategy was adopted by all four governments in 2022. The intergovernmental UNDRIP Task Force is now reconvened to develop the first 5-year action plan. The Indigenous Relations department has engaged all departments through an UNDRIP Champions Table to participate in action planning and prioritization.
Indigenous Early Learning and Child Care	Arts, Culture and Community Services	In progress (2023)	Several efforts are underway to support Indigenous focused childcare projects, including capital plan allocations, supporting the redevelopment of Urban Native Youth Association (co-located with childcare) and providing a capital grant to the Vancouver Native Housing Society. The City is also finalizing a funding agreement with the Province and preparing to hire an Indigenous child care consultant.
Musqueam, Squamish, Tsleil-Waututh staff-to-staff Summits	Planning, Urban Design and Sustainability	In progress (2023)	Liaising with Musqueam, Squamish and Tsleil-Waututh staff to better align city initiatives with local Nations' goals and priorities. This project is building staff-to-staff relationship with MST to ensure departmental projects reflect and respond to MST staff and community concerns.
Heather and Jericho Lands Policy Statements & Rezoning Applications	Planning, Urban Design and Sustainability	In progress (2023)	Waiving City policy requiring developer to build a portion of the residential floor as social housing and provide it turnkey to the City. The local Nations will own all housing as a step toward supporting their right to improve their economic condition, determine and develop priorities and strategies for developing housing affecting them and to administer housing programs through their own institutions.

Indigenous Cultural Liaisons	Arts, Culture and Community Services	In progress (2023)	The City is providing funding for the local Nations to hire their own cultural liaisons who will help advise on City projects put forward by Cultural Services.
Robson Square Residential School Memorial	Arts, Culture and Community Services	In progress (2023)	Working with the Host Nations, artist and urban Indigenous volunteers to conclude the Residential School Memorial in a respectful way that does not further inflict harm.
Handshake/Honoraria Policy	Finance, Risk and Supply Chain Management; Indigenous Relations; Equity Office; Arts, Culture and Community Services	In progress (2023)	Cross-departmental working group designing an organizational honoraria policy and process to support the unique requirements of Indigenous and equity access-denied groups.
Review of granting program criteria and processes	Arts, Culture and Community Services	In progress (2023)	Embedding equity, decolonization and reconciliation into guiding principles, program objectives, eligibility and assessment criteria and adjudication processes for grants, including for Culture|Shift and Multi Year Funding Grants. Includes changing administrative requirements for grant applications, reducing number of questions and making reporting processes less onerous and more accessible to community groups. Applying the Access Without Fear Policy to grants, including incorporating Trust Based Approaches and allowing for verbal applications and reports. Continued examination of where City grant dollars are invested, with conscious efforts to shift funds to non-profit organizations led by equity-deserving communities.
Targeted Granting Programs	Arts, Culture and Community Services	In progress (2023)	Social Innovation Projects (SIP) Grants - Shifting focus to specifically address recommendations for community funding as laid out in the Anti Black Racism Interim Recommendations. Accessibility Inclusion in Small Capital Grants - Assessing available resources to support accessibility needs of non-profit organizations with a focus on making services more accessible to community members. Cultural Indigenous, Cultural Equity and Accessibility Grants - Administrating non-competitive, invitational and relational processes that provide support to Indigenous organizations, equity led/deserving non-profit organizations and organizations led by/providing service to people with disabilities. Includes providing funding towards Indigenous language revitalization: Sḵwx̱wú7mesh and hən̓q̓əmin̓əm̓. Infrastructure Grants: Chinatown Focus - Working to deliver 1 million in capital funding through grants for Chinatown infrastructure improvements. Theatre Rental Grant Program and Vancouver Civic Theaters Activation Spaces Program - Prioritizing priority groups outlined in Culture|Shift to access subsidized space.

Cultural Equity Leadership Program: REFLECT	Arts, Culture and Community Services	In progress (2023)	Offering community-focused cultural leaders a funded opportunity for a cohort-based learning experience to support, develop and enhance their leadership in the cultural sector. REFLECT (Radical Empathy for Leaders: Equity, Connection and Time) is for underrepresented, equity-deserving individuals and/or those whose practice centres underrepresented and equity-deserving communities.
Decolonizing Grants Community of Practice	Arts, Culture and Community Services	In progress (2023)	Year 2 of working toward a common conversation about what Decolonizing institutional practices such as grant making could look like. Moved from Solutions Lab in 2021 to a Community of Practice in 2022.
Indigenous Community Amenity Contribution	Arts, Culture and Community Services	In progress (2023)	Under this project community amenity contributions can be directly allocated to local Nations.
Working with Community Partners on Emergency Response	Office of the Chief Safety Officer	In progress (2023)	The Vancouver Emergency Management Agency (VEMA) created Service Agreements with community partners based on a targeted universalism approach to support emergency response. VEMA also released Resilient Neighbourhood Grants to partners meeting explicit equity criteria to support populations disproportionately impacted by extreme heat and minimized grant application redundancy.

Category 14: Public Engagement and Customer Service

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
2022 Vancouver election	Technology Services; City Clerks	Completed (2022)	In collaboration with the Election office, the Digital channels team worked on several ways to amplify equity and accessibility during the 2022 election, including branding featuring the work of Squamish matriarchs (Nahanee Creative), releasing the "Am I registered" look up tool earlier in the election cycle and adding more comprehensive accessibility information at voting places.
Homebound Voting Pilot	City Clerks	Completed (2022)	Piloted a homebound voting program, allowing homebound electors unable to attend a voting place or vote by mail to vote from their residence.
Assistive Hearing System	Development, Buildings and Licensing	Completed (2022)	An Assistive Hearing System was installed in the Service Centre to assist people with hearing loss. A sticker has been placed on the plexiglass so customers are aware that this service is available to them.
Expedited Accessibility Permits	Development, Buildings and Licensing	Completed (2022)	Development, Buildings and Licensing conducted an internal review to identify opportunities to improve the client experience for people with disabilities. The review identified opportunities for staff awareness training and methods to flag accessibility related applications so they can be identified earlier and prioritized through the expedited permitting process.
Language Screen	Development, Buildings and Licensing	Completed (2022)	A Language Screen digital tablet was made available in the Service Centre to enable staff to call a translator through the device to provide translation services to the customer.

Licence By-law Update	Development, Buildings and Licensing	Completed (2022)	As part of the Business Licence Review, project staff updated the language in the Licence By-law as it related to gender. Section 28 License By-law was updated, which prohibits discrimination by licence holders in the selling, furnishing or supply of any goods, service or accommodation to a person on the basis of their personal characteristics with the protected grounds enumerated in the BC Human Rights Code.
Heat Dome community engagement	Office of the Chief Safety Officer	Completed (2022)	Following the Heat Dome in 2021, the Vancouver Emergency Management Agency engaged with disproportionately impacted populations to understand extreme heat needs, and tailored 2022 extreme heat response plans.
Regulation Redesign	Planning, Urban Design and Sustainability	Completed (2022)	In alignment with the City's recently adopted Accessibility Strategy, the Zoning and Development By-law has been designed as an accessible document to enhance access to information. Working together with the City's Persons with Disabilities Committee and visual accessibility experts, the project team developed an accessible document format that supports screen reader users and common low vision challenges.
Accessibility Program for City of Vancouver Buildings	Real Estate, Environment and Facilities Management	Ongoing	Facilities Planning and Development has developed and is currently implementing an accessibility program to upgrade City-owned Civic facilities to improve the level of universal & inclusive design. Work completed in 2022: 31 Accessibility Audits and development of a Strategic Prioritization Matrix; Gathering Place accessibility upgrades to the 2nd floor washrooms; Carnegie Centre main floor washrooms accessibility upgrades scope and design (currently in construction phase); West End Community Centre accessible Fitness Centre and washrooms; City Hall washrooms, selected accessibility upgrades; West Point Grey Library Branch, renovation targeting RHFAC Certified (completion June 2023); 12 staff completed Rick Hansen Foundation Accessibility Certification (RHFAC) Training. Civic facilities currently in design are now targeting RHFAC Gold certification. Planning and design of high priority accessibility upgrades for washrooms and main entrances of the City's Civic buildings is ongoing. Procurement for additional accessibility audits is being initiated for another 25 public facing City facilities including remaining community centres, pools, rinks, and Park Board's Stanley Park office and audits are planned to begin in Fall 2024.
Seniors Housing Strategy	Planning, Urban Design and Sustainability	In progress (2023)	Work is underway to develop a Seniors Housing Strategy for Vancouver. The project is focusing on engaging seniors who have not typically been engaged by: translating materials, targeting specific neighbourhoods, and partnering with community organizations. The project will analyze seniors' data that is disaggregated by housing tenure, income, race, gender, and other factors.

Shape Your City for Rezoning 2.0	Planning, Urban Design and Sustainability	In progress (2023)	Examining online engagement tools for consultation on Rezoning applications. Adapting to online engagement that is more fluid and accessible than a single in-person engagement.
Reviewing Public Engagement processes	Arts, Culture and Community Services; Civic Engagement and Communications	In progress (2023)	Based on the ACCS Employee Benchmark Survey Action Plan, work is underway with Public Engagement to develop a safety planning checklist to support pre, during, and post planning of engagements from a psychologically safe perspective. Public community guidelines are under development to guide interactions during engagements and identify what bullying and harassment can look like.

Category 15: Responsible Procurement

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Indigenous Consultants on Large Facility Projects	Arts, Culture and Community Services	Completed (2022)	Indigenous Consultants with expertise in Coast Salish design are hired at the outset of the design of large space infrastructure projects, upholding Culture|Shift's directions to increase Local Nations' visibility on their lands. Supporting similar practices in other large organizations such as the PNE and the Vancouver Art Gallery.
Guide for procuring equity consultants	Finance, Risk and Supply Chain Management; Equity Office; Arts, Culture and Community Services; Engineering Services; Human Resources	Completed (2022)	Convened a working group to review the City's current Request for Proposal process and developed recommendations to lower barriers to procuring consultants with equity expertise.
Social Responsibility Evaluations	Office of the Chief Safety Officer	Completed (2022)	Applied Social Responsibility evaluations into a 30M Market Event for Security Services.
MMIWG Procurement Framework	Finance, Risk and Supply Chain Management	In progress (2023)	Designing a procurement framework unique to addressing the work on Missing and Murdered Indigenous Women and Girls. Learnings and practices from this initiative can be extended to other Indigenous and DEI procurement practices.

APPENDIX C
DEMOGRAPHIC CAHARCTERISTICS OF VANCOUVER ELECTION CANDIDATES 2022

Executive Summary:

During the 2022 Nomination Period, the City of Vancouver Election Office conducted a survey to collect information on the identity of candidates running for office, with the purpose of understanding how the demographics of candidates compare to the demographics of Vancouver residents and the ultimate goal of identifying any discriminatory barriers and making local politics more accessible.

Table 1 summarizes the demographics of 2022 electoral candidates, compared to the Vancouver population. Items indicated by an asterisk do not lend themselves to a direct comparison due to limitations in data collection, described further below. Categories of identity where large disparities (10% or more) exist between candidates and the Vancouver population have been shaded in the table.

The biggest gaps between electoral candidates and the Vancouver population are connected to indicators for wealth or social condition. There are different ways to try to measure one's social condition and access to economic means, three of which are included here: housing tenure, education and income. The large gaps in representation indicate that electoral candidates in the 2022 election were, on average, wealthier than the average Vancouverite – with a higher likelihood to be homeowners, formally educated, and high income earners. The disparity in income is the largest of any category, likely indicating that there are financial barriers to running for local office in Vancouver. This data suggests that efforts to ensure local politics are accessible might do well to focus on socio-economic barriers.

TABLE 1	Candidates	Vancouver	Gap
Age			
18-29	5%	20%	-15%
30-39	19%	22%	-3%
40-49	31%	15%	+16%
50-59	28%	16%	+12%
60+	16%	27%	-11%
Indigeneity & Racial Identity			
Indigenous	11%	2%	+9%
Racialized*	48%	-	-
Visible Minority*	-	55%	-
White	52%	43%	+9%
Migration			
Born outside Canada	34%	49%	-15%
Born in Canada	66%	51%	+15%
Gender Identity and Sexual Orientation			
Women	50%	51%	-1%
Men	50%	49%	+1%
2S/LGBTQ+*	22%	7%	+15%
Ability			
Person with Disability	14%	20%	-6%
Social Condition (Housing Tenure, Education, Income)			
Renter	45%	55%	-10%
Homeowner	55%	45%	+10%
University Degree	39%	30%	+9%
Graduate Degree	42%	14%	+28%
Income >$90,000	53%	18%	+35%
Income <$60,000	26%	66%	-40%

The other two areas with large disparities are age and migration. People in their 40s and 50s were over-represented among electoral candidates, while younger people (18-40 years of age) and seniors (over 60 years or age) were less likely to run. There is also a large gap connected with immigration, suggesting that those born outside of Canada are less likely to run for local office compared to their representation in the Vancouver population. This statistic is somewhat impacted by election regulation that prevent new comers from running for office.

Overall, the survey results showed good numerical representation of many equity-denied groups among the electoral candidates, with the above noted exceptions. It should be noted that numerical representation is not the only measure of how accessible the election was.

Full results, methodology, and notes on data limitations are included below.

Methodology & Interpretation:

The survey was anonymous, voluntary, and the results have been reported in aggregates and only when the number of respondents in an identity category exceeds five. The response rate of the survey was 77% (106 out of 137 candidates among the 4 races – Mayor, City Councillor, Park Board Commissioner, and School Board Trustee). Candidates who ticked "prefer not to say" or left specific answer blank were excluded from the analysis for those specific questions.

Electoral candidates need to be 18 years of age or older and hold a Canadian citizenship – permanent residents cannot run for office. Electoral candidates do not have to reside in the City of Vancouver.
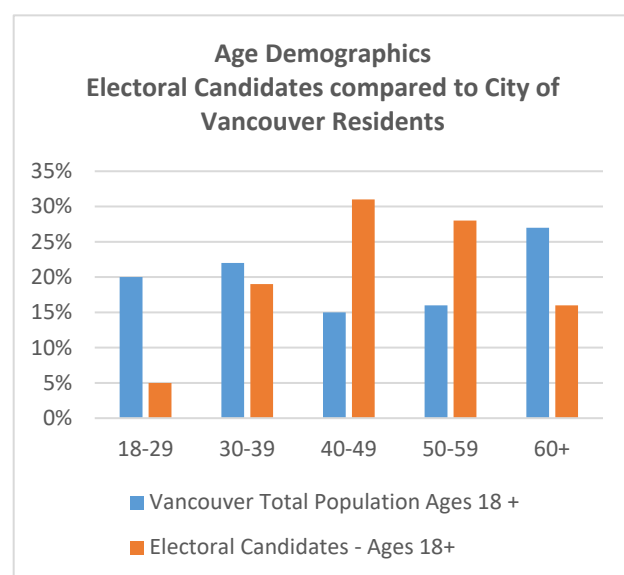
This report benchmarks survey data against 2021 Census data for Vancouver, but not all census datasets released to date can be disaggregated by age, citizenship, and/or immigration status; and for those that have been released, Vancouver is combined with UBC/University Endowment Lands. Where comparisons are made across the overall Vancouver population, the 17% of the city's population that do not hold Canadian citizenship are included. Through its partnership with the Community Data Program, the City will gain access to more specific 2021 Census datasets in mid-2023.

Age

The chart to the right shows the age profile of candidates who shared their age range compared to the adult population of Vancouver (ages 18+, regardless of their citizenship).

The starkest differential sits with the age cohort under 30. Only 5% of electoral candidates were in this age cohort, compared to 20% of the adult population of Vancouver. 27% of adult Vancouverites are aged 60+; whereas only 16% of electoral candidates were in this category.

The age cohorts 40-49 years and 50-50 are significantly over-represented for electoral

Age Demographics
Electoral Candidates compared to City of Vancouver Residents

Legend: ■ Vancouver Total Population Ages 18 + ■ Electoral Candidates - Ages 18+

candidates when compared to community demographics. The age cohort 40-49 presents 15% of the adult population of Vancouver; yet 31% of candidates are in this category.

16% of adult Vancouverites are in the 50-59 age cohort; yet 28% of electoral candidates are in this age cohort.

Indigeneity & Racial Identity

11% of respondents who answered this question self-identified as Indigenous. This is a large numerical representation compared to 2.3% of Vancouverites, who self-identified as Indigenous in the 2021 census.

Of those candidates who shared their background, 48% identified as racialized (BIPOC) or biracial and 52% identified as White (of European Descent, Caucasian).

In the 2021 Census, 55% of Vancouver's overall population identified as "visible minority", a term that is not used by the City, but used by Statistics Canada as defined by the *Employment Equity Act* as "persons, other than Aboriginal people, who are non-Caucasian in race or non-white in color". If comparing only to Canadian citizens age 18 or older, 49% of this population within Vancouver are considered to be "visible minority".

Migration

Of those candidates who shared migration information, 66% shared that they were born in Canada and 34% stated that they were not born in Canada. This compares to 51% of Vancouverites who were born in Canada and a total of 49% who were not born in Canada. (The latter number entails 42% of Vancouverites who are immigrants and 7% who are considered non-permanent residents.) Restricting to Canadian citizens age 18 or older, 43% of people within these categories in Vancouver's federal electoral districts are immigrants.

Of those who shared that they were born in Canada, 56% shared that both of their parents had also been born in Canada and 44% shared that they had at least one parent born outside Canada. By comparison, 50% of Vancouverites born in Canada have at least one parent born in another country.

Permanent residents are not able to run for office and they are not able to vote in civic elections. Among people age 18 or older in Vancouver's federal electoral districts, 12% are permanent residents. 73% of people in this group are in racialized ("visible minority") populations.

Gender Identity and Sexual Orientation:

Reporting for these categories is limited, as gender and sexual orientation identity data was suppressed for those answer categories with five or less respondents.

Among candidates who shared gender identity information, nearly equal numbers identified as women as identified as men. A number of candidates identified themselves in other ways.

2021 was the first time the Canadian census collected information on people's gender; however, to protect confidentiality, most datasets released so far have distributed non-binary persons into "women+" or "men+" categories. In the City of Vancouver, 51% of the population are classified as women+ and 49% as men+. Preliminary data shows that Vancouver is home to over 2,500

non-binary people and over 16,000 transgender people, collectively making up about 1% of the population.

78% of candidates who shared sexual orientation information identified as heterosexual and 22% identified as 2S/LGBTQ+. A comparable population-level benchmark is not available, but estimates from the 2017 Canadian Community Health Survey (CCHS) show that nearly 7% of Vancouverites identified as gay, lesbian, or bisexual. The CCHS questions were based on a binary sex question (offering respondents only "male" or "female" options), and a similar question about their attractions, so they do not reflect the full spectrum of 2S/LGBTQ+ identities in the city.

Ability:

14% of candidates who shared information regarding their ability indicated that they have a disability. In comparison, 20% of Vancouverites aged 15+ have a disability. (The latter number is estimated based on Statistics Canada, 2017 Canadian Survey on Disability, custom data for City of Vancouver accessed through Community Data Program.)

Care-taking:

Of those that answered the care-taking question, 39% of candidates indicated that they have significant caretaking responsibilities that take up 5 hours per week and more.

Because caretaking encompasses a wide range of experiences, there is currently no comparative data-set allowing for comparison with community demographics in Vancouver.
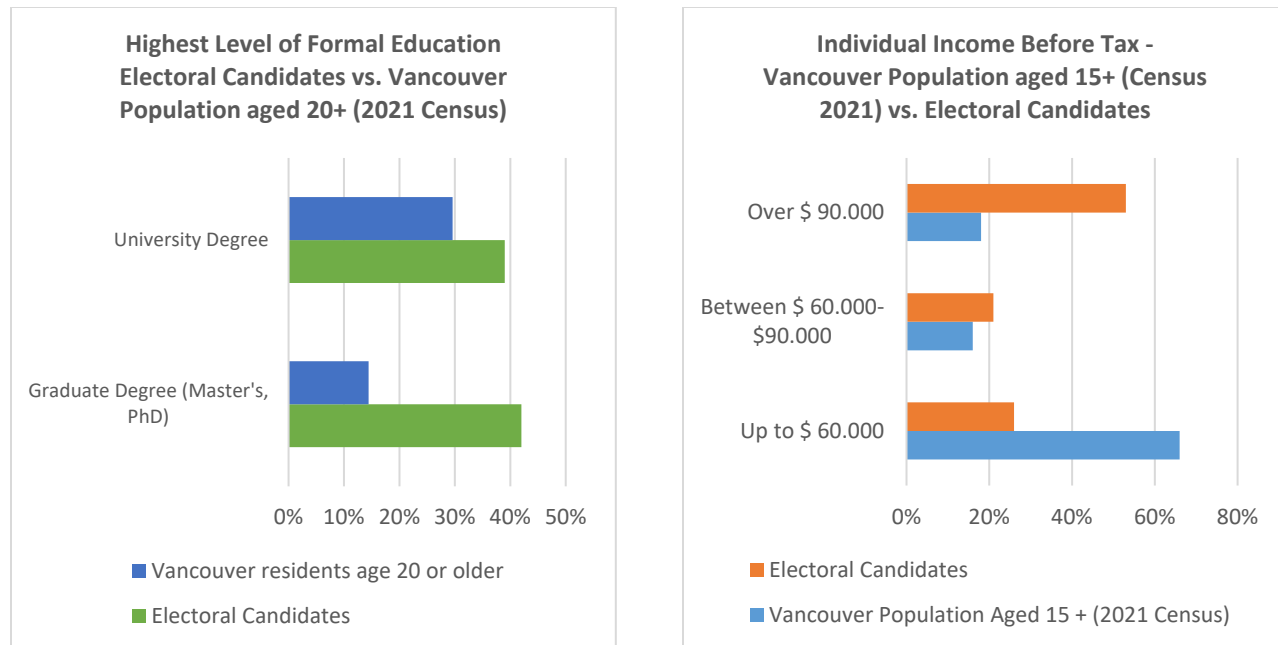
Housing:

45% of electoral candidates who shared information on their housing situation are renters. In comparison, the 2021 census date for Vancouver shows that 55% of Vancouver households are renters and 45% of households are owners.

Education & Income:

Of those electoral candidates who shared their highest level of formal education, 16% stated their highest level of formal education was a vocational Certificate/College Diploma, 39% reported a University Degree and 42% reported a Graduate Degree (Master's or PhD).

This is higher than comparable community demographics. In the 2021 Census, 30% of Vancouverites aged 20 or older had a Bachelor Degree as their highest level of education, and 14% had a Graduate (Master's /MD/PhD) Degree.

Of those candidates who provided income range data, 53% reported their (individual) income to be over $90,000, compared to just 18% of all Vancouverites with income over $90,000 before Tax (2021 Census). 66% of Vancouver residents reported their income below $60,000, yet only 26% of electoral candidates reported their income as below $60,000. 16% of Vancouverites reported income in the $60,000- $90,000 bracket. For electoral candidates, 21% earned income in this range.

Highest Level of Formal Education Electoral Candidates vs. Vancouver Population aged 20+ (2021 Census)

Individual Income Before Tax - Vancouver Population aged 15+ (Census 2021) vs. Electoral Candidates

Home-Ownership, education and income levels can be a considered proxy indicators for socio-economic class or social condition. These proxy-indicators indicate a significant divergence between community demographics versus candidate demographics. Candidates from lower income brackets are under-represented amongst the pool of electoral candidates.

Conclusion:

The electoral candidate survey indicated that some equity-denied groups are numerically well represented amongst electoral candidates when compared to community demographics. There are notable gaps in representation, particularly when it comes to age, social condition (class), and migration (place of birth).

It is important to note that the diversity of candidates running for office might not get reflected in the composition of elected officials.

APPENDIX D
LANGUAGE ACCESS POLICY

POLICY TITLE	Language Access Policy
CATEGORY	Administrative
POLICY NUMBER	ADMIN-073
POLICY OWNER	Civic Engagement and Communications
ACCESS	Public

PURPOSE

This policy establishes the principles and general standards for providing language accessibility for public-facing services provided by the City of Vancouver and City staff, with an initial focus on translation.

This is in recognition that providing accessible information about the City's services, programs and activities, in ways that reflect the linguistic and cultural diversity of the city, is a key factor for members of the public to be informed and engaged and to feel a sense of belonging. Accessible communication helps reduce risk and improve the delivery of services, and also helps to address gaps in equity and cultural redress.

This policy also recognizes that local Indigenous languages, hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh, are vital to the cultural identities of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səl̓ilwətaɬ (Tsleil-waututh) Peoples, whose lands the City of Vancouver is situated on. To respectfully incorporate these languages into the City's social and physical landscape will require ongoing organizational change.

As stated in the City of Vancouver's UNDRIP Strategy[1]: "Indigenous cultural practices have been intentionally, systematically, and severely impacted by colonization… The City is a colonial government, which has played an active role in displacing Indigenous Peoples and imposing Western systems and values onto these lands, and therefore has a responsibility to take action in remedying and accounting for these harms… This includes a need to support cultural revitalization, such as the restoration of the original languages of these lands, hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh." (p.13)

GUIDING PRINCIPLES

1. The City should be providing equitable access to its services for all people, regardless of English language proficiency.

2. Language access, at a minimum, should be prioritized in City services that:
   2.1   Have a greater impact, including greater potential consequences, to individuals with limited English proficiency; and/or

---

[1] https://council.vancouver.ca/20221025/documents/p1.pdf

2.2   Serve, or have the potential to serve, a significant number of individuals with limited English proficiency.

3.   To reach more people with limited proficiency in English, this policy prioritizes the languages that are used at home by the greatest proportion of people city-wide.

4.   Recognizing the limitations of census data, where feasible, the City is encouraged to expand language accessibility to reflect emerging needs — beyond what can be identified by census data — in communities that face greater barriers.

Special consideration will be given to the visibility and availability of language services in hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh languages at a pace appropriate to xʷməθkʷəy̓əm, Sḵwx̱wú7mesh, and səl̓ilwətaɬ's work in language reclamation and revitalization.

5.   To reflect the changing demographics and needs of communities in the city, this policy and the practices that follow should be iterative and reviewed on an ongoing basis as needed.

6.   The City has committed to taking action on the aspects of language preservation and revitalization that prioritizes the rights of the Nations. In addition to the UNDRIP Strategy, future policy work around and hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh languages will centre Indigenous People's visibility and voice on the land and across the city, as guided by the Nations and respecting their protocols.

7.   This policy supports and aims to align with the City's Equity Framework[2], which came from the need to address injustices and inequities experienced by a broader cross-section of our society.

SCOPE

The provisions of this policy addresses the translation of written content and applies to public-facing information provided directly by the City and City staff.

This policy is intended to be a starting point for offering a consistent approach to language access across City of Vancouver operations. At this time, the policy does not provide specific standards or guidelines to the following areas:

1.   **Service areas**: This policy does not apply to the Vancouver Police Board, the Vancouver Board of Parks and Recreation or the Vancouver Public Library Board, although they are encouraged to adopt this policy. This policy also does not apply to members of City Council, Council proceedings, and Council-appointed agencies, boards and commissions.

---

[2] https://vancouver.ca/files/cov/equity-framework.pdf

CITY OF
VANCOUVER

Corporate Policy

2. **Interpretation**: Guidelines and standards for language interpretation may be developed in future updates of this policy. The City's 3-1-1 service continues to provide live interpretation when requested by members of the public.

3. **Accessible communication for people with disabilities**: This policy does not currently address language accessibility standards for individuals who may use American Sign Language, Braille or Augmentative and Alternative Communication.[3]

4. **Local Indigenous languages:** Guidelines and standards for the use of hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh languages will require further engagement with xʷməθkʷəy̓əm Indian Band, Sḵwx̱wú7mesh Nation, and səl̓ilwətaɬ Nation. The use and visibility of these languages will be given special consideration as the languages of the Indigenous rightsholders in these territories, the xʷməθkʷəy̓əm, Sḵwx̱wú7mesh, and səl̓ilwətaɬ Peoples.

5. **Additional limitations**: While this policy generally addresses public-facing information, the following areas of information will be exempt from this policy: human resources, legal (including bylaws), procurement, and other documents where the primary audience is not the public.

DEFINITIONS

Auto-translation	Software or digital platform that converts, using artificial intelligence, written content from one language into another in place of a professional translator.
Awareness-building information	City information that is intended to build general awareness with little to no expectation of further action by the public.
CEC	The City's Civic Engagement and Communications Department.
Compliance / regulatory information	City information to facilitate compliance with a City bylaw, where non-compliance with such bylaw may have material adverse consequence (such as taxes, fines, fees, or withholding of services).
Critical information	City information that could impact the immediate and direct health and safety of the public, including information about the sudden disruption of critical City services.
Critical City services	City infrastructure and operations that must be maintained, and without which serious injury, loss of life and/or destruction of infrastructure may result.

---

[3] Guidelines on communications for people with disabilities should be developed in the future to align with legislation from other levels of government and with the City's Accessibility Strategy.

Corporate Policy

Equity	A practice aimed at achieving fairness by treating people differently based on a context of need, opportunity, circumstance and consideration of historic and structural inequities. Equity is also an outcome in which people, particularly those facing the greatest barriers, can access City services without impediment.
hənq̓əminəm̓	hənq̓əminəm̓ is the original language of the lower reaches of the what is now known as the Fraser River spoken by the Musqueam and Tsleil-Waututh Peoples, and many others.
Home language(s)	The language(s) a person speaks most often at home and/or the language in which they feel most comfortable, as defined by Statistics Canada.
Individuals with limited English proficiency	Individuals who have a limited ability to read, speak, write and/or understand English.
Interpretation	Oral (spoken) transmission of information from one language into another language. The source of the content can be spoken or written.
Language access	Using translation, interpretation and other methods, such as universal icons or graphics, to reduce the barriers for people with limited proficiency in English to access information and services.
Localized/ Neighbourhood-level	City services and programs that are specific to an area or a neighbourhood (not citywide).
Participatory information	City information intended to encourage the use of City services, participation in activities or changes in behaviour.
Professional translation	The conversion of written content from one language into another language by a person who is a professional translator. Note: for Indigenous languages, translations may be provided by a person or group of people (such as language keepers or Elders).
Quality assurance	Review and proofreading of the translated content to ensure that:

CITY OF VANCOUVER

Corporate Policy

	a) the document accurately reflects the content and tone of the original document, while being culturally appropriate; b) terminology is used consistently; and c) there are no typographical or formatting errors.
Sḵwx̱wú7mesh	Sḵwx̱wú7mesh is one of 10 languages that belong to the Coast Salish languages branch, and spoken by the Squamish People.
Translation	The conversion of written content from one language into another language(s).

POLICY STATEMENTS

1. Roles and responsibilities

The City of Vancouver aims to provide information and services in a manner that is reflective of the City's linguistic diversity, and in accordance with this policy.

1.1. Civic Engagement and Communications (CEC) is responsible for:
   1.1.1.   Developing an internal communications approach for this policy
   1.1.2.   Advising City departments with language access implementation
   1.1.3.   Providing advice and support to build internal capacity within City departments
   1.1.4.   Monitoring implementation of the policy

1.2. City departments are responsible for:
   1.2.1.   Developing and implementing internal processes for embedding language accessibility in planning and operations
   1.2.2.   Assessing the language access needs for public-facing services or programs offered as per this policy
   1.2.3.   Determining the necessary budget and staff resources for language access in their annual work plan and/or project plans
   1.2.4.   Assisting with the collection of key metrics in coordination with Civic Engagement and Communications

1.3. All staff are responsible for:
   1.3.1.   Familiarizing themselves with this policy and related best practices
   1.3.2.   Applying this policy, where feasible, in their public-facing work

2. Information categories and geographic distribution

2.1. **Critical information** intended for:

- **City-wide** distribution shall be professionally translated into the home

CITY OF
VANCOUVER

Corporate Policy

languages used by **0.5% or more[4]** of residents in the city as indicated by the latest census data available.

- **Localized/neighbourhood-level** distribution shall be professionally translated into the home languages used by **1.0% or more[5] of residents of the area,** as indicated by the latest census data available.

2.1.1. Efforts should be made to release translations at the same time. However, in an emergency, information may be communicated immediately in English and translations should be provided as soon as they become available.

2.1.2. A **translated summary** may be provided in place of a full translation, if the summary contains enough information for an individual to understand the purpose, impact or actions required.

2.1.3. Translations for critical information shall be reviewed for **quality assurance** through a process developed by Civic Engagement and Communications.

2.2. **Compliance/regulatory information** intended for:

2.2.1. **City-wide** distribution shall be professionally translated into the home languages used by **1.0% or more[6] of residents in the city** as indicated by the latest census data available.

2.2.2. **Localized/neighbourhood**-scale distribution shall be professionally translated into the home languages used by **2.0% or more of residents of the area**, as indicated by the latest census data available.

2.2.3. A **translated summary** may be provided in place of a full translation, if the summary contains enough information for an individual to understand the purpose, impact or actions required.

2.2.4. **Auto-translation** of compliance/regulatory information may only be used if all of the following circumstances are met:
- The content is being shared for informational purposes only (e.g. background information)
- The content is being shared on a digital platform to be used in tandem with auto-translation software
- The format of the content (i.e. file type) is compatible with the auto-

---

[4] Based on 2021 Census data, this equates to Vancouver's 12 most commonly used home languages, which includes English, Traditional Chinese, Simplified Chinese, Tagalog, Spanish, Punjabi, Vietnamese, Farsi, Korean, Portuguese, French and Japanese.

[5] Home languages at the localized scale will vary, please refer to the Neighbourhood Home Language Data Table.

[6] Based on 2021 Census data, this equates to Vancouver's seven most commonly used home languages, which includes English, Traditional Chinese, Simplified Chinese, Tagalog, Spanish, Punjabi and Vietnamese.

CITY OF
VANCOUVER

Corporate Policy

translation software.[7]

2.2.5. Translations for compliance/regulatory information shall be reviewed for **quality assurance** through a process developed by CEC.

2.3. **Participatory information** intended for:

2.3.1. **City-wide** distribution should be professionally translated into the home languages used by **1.0% or more** of residents in the city as indicated by the latest census data available.

2.3.2. **Localized/neighbourhood** scale distribution should be professionally translated into the home languages used by **2.0% or more** of residents of the area, as indicated by the latest census data available.

2.3.3. A **translated summary** may be provided in place of a full translation, if the summary contains enough information for an individual to understand the purpose, impact or actions encouraged.

2.3.4. **Auto-translation** may only be used if all of the following circumstances are met:
- The content is being shared for informational purposes only (e.g. background information)
- The content is being shared on a digital platform to be used in tandem with auto-translation software
- The format of the content (i.e. file type) is compatible with the auto-translation software.

2.3.5. Translations for participatory information should be reviewed for **quality assurance** through a process developed by CEC.

2.4. **Awareness-building** information is encouraged to be professionally translated, particularly where the information has a greater impact and auto-translation is not available.

- The recommended threshold for **city-wide** distribution is home languages used by **1.0% or more of residents in the city**, as indicated by the latest census data available.

- The recommended threshold for **localized/neighbourhood** distribution is home languages used by **2.0% or more of residents of the area**, as indicated by the latest census data available.

2.4.1. A **translated summary** may be provided in place of a full translation.

---

[7] For example, some auto-translation software programs are not compatible with PDFs, graphics and web forms on vancouver.ca

CITY OF
VANCOUVER

Corporate Policy

2.4.2. If professional translations are not available, **auto-translation** may be used provided all of the following circumstances are met:
- The content is being shared on a digital platform to be used in tandem with auto-translation software
- The format of the content (i.e. file type) is compatible with the auto-translation software.

2.4.3. Staff are encouraged to have translations reviewed for **quality assurance** through a process to be developed by CEC.

2.5. Public-facing planning documents may fall into one or more of the information categories outlined above. In determining the applicable category, staff should consider all relevant circumstances and factors, such as level of impact, intended audiences and how people would interact with the information provided.

2.6. For all other types of information and geographic distribution not covered above, the department shall assess whether translation is necessary to improve access to City services, in consultation with CEC as needed.

3. **Discrepancies in Translations**

Translations are provided as a convenience to individuals with limited proficiency in English. In the case of any discrepancies, the original English-language content will prevail.

4. **Home languages**

4.1. The top home languages applicable to this policy will be determined as per the latest census data available. For the list of top home languages, please refer to the Quick Reference Table (see Appendix A) or the Neighbourhood Home Language Data Table.

4.2. To respond to emerging needs, departments may offer translations in additional home languages beyond what is required by this policy.

4.3. Given that English and French are the official languages of Canada, City departments may provide French translations, beyond the requirements of this policy, for provincial, federal or international audiences, or as deemed necessary by a department.

5. **hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh languages**

At this time, this policy is not recommending that staff seek translations in hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh languages. The City recognizes the ongoing struggle for survival and revitalization of local Indigenous languages. To develop standards for local

Corporate Policy

Indigenous languages, future engagement will be required with xʷməθkʷəy̓əm, Sḵwx̱wú7mesh, and səl̓ilwətaɬ Nations.

5.1. If translations into hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh are deemed necessary and appropriate, staff must work with the Indigenous Relations department at the City of Vancouver to seek permission from the Nations.

5.2. When working with hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh languages, staff must present those translations accurately and respectfully (e.g. correct font, orthography and terminology).

6. Further considerations

6.1. This policy should aim to align with accessibility standards adopted in similar policies of senior levels of government.

6.2. City staff should use plain language to make content more accessible for individuals at all English proficiency levels. Visual representation, such as images and infographics, may also be provided to make content more accessible.

6.3. Recognizing that not all home languages will be reflected in this policy or for all audiences, departments should consider the language accessibility needs of additional groups, such as businesses, community organizations, newcomers, and workers who live outside of the city.

6.4. Recognizing that the City often shares culturally significant topics, departments should consider translating content into the languages reflecting the respective cultural groups.

6.5. Staff should consider cultural norms and differences when developing and designing content for translations.

6.6. To better reach linguistically diverse communities, staff should consider sharing translated content in ways that reflect the communication preferences of those communities.

Corporate Policy

Reference Documents
Language Access Policy – Quick Reference Table
Neighbourhood Home Language Data Table

RELATED POLICIES
- Access to City Services without Fear Policy (COUN-003)
- Advertising Policy (AG-010-01)
- Community Relations – Intercultural & Race Relations (AG-001-01)

APPROVAL AND REVIEW HISTORY:

Version 1 approved by:	Civic Engagement and Communications General Manager	6/14/2023
	City Manager	6/14/2023

Next review date   6/13/2025

CITY OF VANCOUVER

Corporate Policy

Appendix A: Language Access Policy - Quick Reference Table (June 2023 version)

What do I need to translate?		
Information Categories	**Citywide**	**Localized***
Critical Information that will or may impact the immediate and direct health and safety of residents, and/or sudden disruption of the City's critical services. Examples: extreme weather warnings, emergency alerts.	**0.5%** or more of home languages	**1.0%** or more of home languages
Compliance / Regulatory Information to help follow regulations or bylaws, which may have direct consequences. Examples: taxes, fines, fees, or withholding core services.	**1.0%** or more of home languages	**2.0%** or more of home languages
Participatory Information that is intended to encourage use of City services, participation in activities, or changes in behaviour. Examples: engagement surveys, joining events or programs	**1.0%** or more of home languages	**2.0%** or more of home languages
Awareness-building Information that is intended to build general awareness without the expectation of further action by the public. Examples: notice of holidays, promotional/marketing	Recommend **1.0%** or more of home languages	Recommend **2.0%** or more of home languages
Other For all other types of information or situations not captured above, the department will assess if translation is needed, CEC to advise as needed		

Localized: Refers to smaller geographic scales, such as local planning area(s), but larger than blocks or intersections. Refer to Neighbourhood Home Language Data Table.

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%

Additional languages may need to be included, if a specific need has been identified.

Further Considerations

- Create a **summary** of key need-to-know details for shorter and faster to read translations
- Write in **plain language** so that everyone can understand easily
- Use **visuals** (e.g. infographics) to better explain ideas
- Consider language needs of **additional groups** (businesses, community organizations, workers living outside of the city)
- Seek to understand **cultural norms** and **preferences**
- Auto-translation can be helpful but has limitations

Please refer to the full **Language Access Policy** for more details, or visit the Currents page

APPENDIX E
RESPECT IN THE WORKPLACE POLICY

POLICY TITLE	Respect in the Workplace
CATEGORY	Administrative
POLICY NUMBER	ADMIN-050
POLICY OWNER	Human Resources
ACCESS	Public

PURPOSE

The purpose of this Policy is to support a work environment in which every person is treated with respect and dignity.

The Policy is a key vehicle in moving the City towards an aspirational vision of a diverse workplace where:
- People are knowledgeable about, and attentive to the rights and needs of others, and actively participate in creating a culture of care.
- 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; and
- 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.

This Policy:
- reflects the City of Vancouver (*"the City"*) values of responsiveness, excellence, fairness, integrity, leadership and learning;
- establishes expectations for behaviours that create and promote a respectful and harassment-free workplace;
- defines unacceptable behaviours; and
- outlines the City's responsibility as an employer to take all reasonable steps to promote respect, and prevent where possible, or otherwise investigate complaints of Harassment.

This policy should be read in conjunction with its accompanying Procedure document which describes the process by which allegation of Harassment are received and addressed by the City.

SCOPE

This policy:
- applies to all City and Board of Parks & Recreation employees.
- describes expectations in situations where employees engage in behaviours towards, or are subject to behaviours by, any persons including employees,

Corporate Policy

Mayor and Council, volunteers, contractors, advisory body members, community partners, and members of the public.
- applies to behaviours in all City workplaces, including:
  - City buildings, facilities, sites, offices, works yards and remote work locations
  - locations visited by employees while on City business
  - meetings, conferences and trainings attended by employees on behalf of the City
  - work-related events, including employee sponsored social gatherings
  - online meetings, phone calls, emails, text messages, and social media channels connected with City business; and/or
  - any other physical or digital space where City business is conducted.

- may apply to behaviours that occur away from the workplace or after regular working hours between City employees where those behaviours have a negative impact on the workplace.

This policy does not apply to appropriate workplace interactions such as:
- welcome, consensual relationships or social invitations;
- conduct that a reasonable person would find welcome or neutral having regard to all circumstances;
- exercise of the City's right to direct the workforce, such as supervising employees, managing attendance, giving performance feedback, coaching, investigation, and discipline;
- delivering information that a person finds unpleasant;
- enforcement of City policies that a person may disagree with;
- raising a concern about another's behaviour, under this policy;
- raising a concern about City policies and practices using appropriate channels; and
- disagreement, conflict, or critique when conducted respectfully.

DEFINITIONS

Employee is:
- Anyone employed by the City, including full-time, part-time, temporary, auxiliary or casual employees, unionized or exempt; and
- A "worker" with the City as defined by the British Columbia *Workers Compensation Act*.

Supervisory Staff are employees who lead, instruct, direct, and supervise other employees. This includes directors, managers, superintendents and supervisors who are exempt or unionized.

City Manager is the appointed administrative manager of the City of Vancouver.

City Leadership Team is made up of the City Manager, Deputy City Managers and the heads of the City's major services groups.

Corporate Policy

Good faith refers to an honest and sincere intent.

Harassment is any conduct or comment by a person that the person knew or reasonably ought to have known would cause another person to be humiliated or intimidated and have a demonstrable negative impact on the workplace or individual.

It also includes harassment connected to the protected grounds under the Human Rights Code (i.e. based on Indigenous identity, race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, age, sexual orientation, gender identity or expression, political belief, and conviction of a criminal or summary conviction offence unrelated to their employment).

Harassment may:
- consist of a single serious incident, though it is typically defined by repetition and persistence of inappropriate behaviours;
- be written, verbal, non-verbal, in-person or online;
- be directed towards one employee or a group of employees; and
- be intentional or unintentional, although intention is relevant in assessing the severity of any wrong-doing.

Not every unpleasant interaction in the workplace amounts to Harassment.

Some examples of Harassment include:
- abusive or threatening language, including profanity directed at another person;
- displaying or distributing derogatory or offensive pictures, graffiti or other materials;
- bullying, ridicule or humiliation;
- malicious rumours and gossip;
- shunning or malicious exclusion;
- interference with or vandalizing personal property;
- unjustifiable and deliberate interference with another's work or work sabotage;
- misuse or abuse of power or authority, including decisions based on factors unrelated to work;
- offensive comments, remarks, jokes, slurs or innuendo that belittle or ridicule a person's membership or perceived membership related to the BC Human Rights Code prohibited grounds;
- refusing to interact or communicate with someone because of their race, gender identity, ability, sexual orientation or other personal characteristic;
- imitating or mocking a person's accent, speech or mannerisms;
- unwanted or unwelcome sexual advances, requests, comments, or physical contact;
- negative consequences for refusing sexual advances, or promises of reward for agreeing to sexual advances;

CITY OF VANCOUVER

Corporate Policy

- retaliation.

Complainant is the individual alleging that they have experienced Harassment.

Respondent is the individual alleged to have engaged in Harassment.

Witness is an individual who has observed Harassment or may have information that helps establish or refute an allegation of Harassment.

Investigation is the formal process of fact-finding, examination of evidence, and analysis by an investigator appointed by the City. Investigation is the primary path by which the City determines if a breach of this policy has taken place, and through which corrective action and discipline may be imposed.

Restoration refers to a range of processes that engage effected parties to focus on understanding harm and its root causes, repairing relationships, determining meaningful accountability, and may include putting in place agreements or structural changes that reduce the likelihood of harm occurring again in the future.

POLICY STATEMENTS

1. General

1.1. The City of Vancouver is committed to taking all reasonable steps to provide and maintain a Respectful Workplace.

1.2. A Respectful Workplace is a work environment where people:
- treat each other with respect and are treated with respect;
- welcome and include those with diverse backgrounds, identities and lived experiences,
- uphold human rights based on race, Indigeneity, colour, ancestry, place of origin, political belief, religion, marital or family status, ability, gender identity or expression, sex, sexual orientation, or age;
- continue to learn about equity, diversity and inclusion and choose behaviours to reduce negative impact on others; and
- resolve conflicts constructively and take responsibility for effective workplace relationships

1.3. Harassment is harmful to creating a Respectful Workplace. Harassment is unacceptable and not tolerated by the City.

1.4. Allegations of Harassment against City Employees are typically addressed through an investigation, and may be addressed through a restoration process if both complainant and respondent are willing to participate.

City of Vancouver

Corporate Policy

1.5. City employees found to have engaged in Harassment may face corrective action (such as mandatory training or coaching) or discipline (such as a warning letter, temporary suspension without pay, or other) up to and including termination of employment.

1.6. There are other behaviours that do not on their own rise to the level of Harassment, but they lead to a person feeling disrespected or uncomfortable. Examples include one-off incidents of careless or rude comments, unintentional stereotyping, interrupting or failing to acknowledge someone.

Given the diversity of the workplace, and the existence of multiple cultural norms governing behaviours, an understanding of what makes another person feel disrespected or uncomfortable may not be shared.

When a person feels disrespected or uncomfortable in the workplace as a result of another's action, their first step may be to address the issue directly with the other party. When that is not possible, the person is entitled to raise the concern and request support from their supervisor, Human Resources or the Equity Office. Typically, incidents that do not rise to the level of Harassment are addressed using restoration processes or other informal remedies.

2. Roles and Responsibilities

All Employees are responsible for:
- reviewing and understanding this Policy and its accompanying Procedure;
- applying and complying with this Policy and its accompanying Procedures;
- modelling, promoting and engaging in Respectful Workplace behaviours and practices;
- not engaging in Harassment towards others;
- reporting Harassment observed or experienced in the workplace;
- taking personal responsibility to maintain respectful working relationships and constructively resolve conflicts;
- learning from mistakes and adjusting behaviours to help everyone feel respected and comfortable in the workplace;
- participating in restoration and investigation processes in good faith and as required; and
- abiding by the expectations for confidentiality and avoiding retaliation as outlined in this Policy.

The following individuals and groups have additional responsibilities in administering, implementing, and monitoring the Policy and carrying out restoration and investigation processes laid out in the Procedure document.

Supervisory Staff are responsible for:
- modelling respectful behaviours and continuous learning;
- participating in training and/or other learning opportunities on how to conduct investigations and assist in restoration processes;

CITY OF
VANCOUVER

Corporate Policy

- providing employees with information about expectations of behaviours under this policy;
- monitoring the workplace for incidents of Harassment;
- investigating complaints of Harassment with assistance from Human Resources (note: unionized supervisors are to bring complaints of Harassment to the attention of exempt supervisory staff in their reporting line)
- addressing conflicts promptly;
- bringing requests for restoration processes to the Equity Office, and assisting with or participating in restoration processes as needed;
- recognizing and addressing retaliation;
- listening intently when a person has felt disrespected or uncomfortable, and working with relevant parties to restore an environment of respect and minimize discomfort in interpersonal interactions;
- implementing remedies and corrective actions as appropriate; and
- where possible, taking steps to restore positive working relationships.

Equity Office is responsible for:
- acting as a sounding-board for employees who have experienced, witnessed or caused behaviour that makes others uncomfortable or disrespected, and are considering how to address the behavior;
- designing and conducting restoration processes, assisting supervisors in facilitating restoration processes, or recommending external resources to lead restoration processes;
- helping to educate employees on equity-informed approaches to establishing and maintaining a Respectful Workplace;
- providing employees information on options for addressing Harassment, particularly those related to the prohibited grounds; and
- providing advisory support to supervisory staff and Human Resources on equity-informed options for addressing harm caused by workplace interactions.

Human Resources is responsible for:
- conducting investigations, or assisting supervisors in conducting investigations, or appointing an external resource to conduct investigations;
- providing education, coaching and support for employees, including supervisory staff, on preventing and addressing Harassment;
- providing employees information on options for addressing Harassment;
- working with appropriate supervisory staff to determine corrective actions;
- supporting measures to prevent retaliation against employees that raise concerns about Harassment;
- supporting measures to restore positive working relationships and a Respectful Workplace environment; and
- conducting the review and revision of the Respect in the Workplace Policy and its Procedure.

City Leadership Team is responsible for:
- modelling and providing leadership in establishing and maintaining a Respectful Workplace;

CITY OF VANCOUVER

Corporate Policy

- ensuring resource availability for proactive Respectful Workplace education and training opportunities;
- ensuring resource availability and effective implementation of restoration processes, investigations, corrective actions, and education and training; and
- ensuring that employees are held accountable for their responsibilities under this Policy.

City Manager has ultimate responsibility for:
- taking all reasonable steps to establish and maintain a Respectful Workplace; and
- ensuring that all responsible parties are held accountable under this Policy.

3. Reporting Procedures

Individuals wishing to file a complaint of Harassment should refer to this policy's accompanying Procedure document.

4. Malicious complaints

It is a violation of this Policy to make a malicious allegation of Harassment. Where the City determines this occurred, appropriate corrective action and/or disciplinary action may be taken up to and including termination of employment.

Making an allegation of Harassment may be considered malicious when:
- it is not filed in good faith and is intended to harass the person named as respondent; and/or
- it is known to be false, untrue, contrived or calculated to deceive.

A misunderstanding, misinterpretation or unsubstantiated complaint does not constitute a violation of this Policy.

5. Retaliation

Retaliation means any adverse action or threat of action directed at a person because they are or might be involved in making an allegation of Harassment under this policy. It is a violation of this policy to retaliate against another person for:

- filing a complaint in good faith;
- reporting possible Harassment one observes or becomes aware of in good faith;
- participating in an investigation or a restoration process;
- supporting someone to file a complaint; and/or
- carrying out their responsibilities under this Policy.

An employee who experiences retaliation can file a complaint under this Policy.

Where the City determines retaliation occurred, appropriate corrective action and/or disciplinary action may be taken, up to and including termination of employment.

CITY OF
VANCOUVER

Corporate Policy

Exercising the City's right to direct the workforce in good faith does not constitute retaliation.

6. Confidentiality

Confidentiality in investigation and restoration processes is critical to maintaining their integrity as well as fostering a Respectful Workplace. Sharing of information among parties to an investigation, including conversation among witnesses, can compromise the ability of the investigator to conduct accurate and rigorous fact finding, and can seriously undermine the interests of the parties involved. Confidentiality extends to all information provided orally or in writing, meetings, interviews, investigation results and summary reports.

Everyone involved in an investigation or restoration process has a different role with respect to maintaining confidentiality:

- **Complainants, respondents and witnesses** are expected to keep confidential the subject matter of the complaint, the identities of other persons involved in the complaint, and any information they learn through an investigation process. However, this does not prevent them from obtaining advice or support from union representatives and professional advisors (lawyers, doctors, counsellors, etc.), or speaking in confidence with their designated support person(s). Parties to a restoration process are expected to abide by confidentiality agreements constructed for the specific process they are participating in.

- **Human Resources** representatives and **supervisors** who carry out an investigation are expected to keep confidential all information collected in the course of an investigation or restoration process and will limit disclosure of such information to that which is necessary to investigate and/or resolve the complaint or for the conduct of legal proceedings.

- **Equity Office** staff who assist with a restoration process are expected to keep confidential all information collected in the course of a restoration process and will limit disclosure of such information to that which is necessary for the resolution of the matter or necessary for the conduct of legal proceedings.

7. Document Retention

Information collected and retained during an investigation process shall be kept in a confidential file separate from any employee's personnel file and shall be maintained by Human Resources. Documentation which outlines disciplinary action shall be placed on an employee's personnel file. Documentation of any outcomes following a restoration process will be shared with the parties involved and those responsible for helping to hold the parties accountable.

Information collected and retained during a restoration or investigation process may be required to be disclosed for example for the purpose of court proceedings,

Corporate Policy

arbitration or other legal proceedings. Personal information shall be protected in accordance with the *Freedom of Information and Protection of Privacy Act.*

8. Collective Agreements and Legislation

In the event that any portion of this Policy is inconsistent with a binding City collective agreement or any applicable legislation, that portion and only that portion of the Policy shall have no application to the extent of that inconsistency. All other portions of the Policy shall continue in full force and effect.

RELATED POLICIES AND PROCEDURES:

ADMIN-050 P1   Respect in the Workplace Procedure
AE – 028 – 01   Code of Conduct
ADMIN - 021   Occupational Health and Safety Policy
AE – 010 - 01   Preventing Violence in the Workplace Policy

APPROVAL AND REVIEW HISTORY:

Version 1 approved by:		Click here to enter a date.
		Click here to enter a date.

Next review date   01/01/2025

APPENDIX F
RESPECT IN THE WORKPLACE PROCEDURE

PROCEDURE TITLE	Respect in the Workplace Procedure
CATEGORY	Administrative
PROCEDURE NUMBER	ADMIN-050P1
RELATED POLICY, PROCEDURES, LEGISLATION	ADMIN-050 Respect in the Workplace Policy
POLICY OWNER	Human Resources
ACCESS	Public

PURPOSE

This Procedure falls under and should be read in conjunction with the Respect in the Workplace policy (*hereinafter the Policy*), the purpose of which is to support a work environment in which every person is treated with respect and dignity. The Procedure describes reporting mechanisms that can be utilized when a person experiences or observes behaviour that they believe fall with the definition of Harassment in the workplace as set out in the Policy. The Procedure further describes what takes place once allegations of Harassment are brought to the attention of the City.

PROCEDURE STATEMENTS

Harassment Between Employees

1. Employees who experience Harassment from other employees may:

   1.1. Address it directly with the other employee;

   1.2. Reach out for support in exploring issues and options from:
      - Their supervisor or manager;
      - Their Human Resources Consultant;
      - The Equity Office; and/or
      - Their union (where applicable)

   1.3. Request a restoration process or other informal remedy

      Restoration processes are facilitated by the Equity Office, external consultants, and/or exempt supervisor or manager with support from the Equity Office.

   1.4. File a Harassment complaint to request an investigation be conducted

      Investigation are conducted by Human Resources, external investigators, and/or exempt supervisor or manager with support from Human Resources

Depending on the seriousness of the conduct and risks posed to the individuals and the work environment, the City may be required to investigate allegations of Harassment it becomes aware of, even when the employee experiencing Harassment chooses not to file a complaint.

Harassment Towards Employees by Non-Employees

2. Employees, who experience Harassment from any other person who is not an employee but captured under the scope of the Policy, may also make a complaint.

   2.1. When an employee makes a complaint of Harassment with respect to the Mayor or a member of City Council, or a member of an advisory committee, task force, commission, board, or other Council-established body, the complaint will be referred to the Integrity Commissioner to be addressed under the Code of Conduct for Council Members and Advisory Board Members (By-law No. 12886).

   2.2. Complaints by employees alleging that they have experienced Harassment by members of the public, or other individuals that do not have a contractual relationship with the City, may not lend themselves to investigations, as the City may not be able to compel participation in the investigation process. Such allegations are evaluated on the basis of available information. The inability of the City to fully investigate such allegations does not preclude consideration of protective measures for the employee, as may be available and appropriate.

Harassment Towards Employees Unwilling or Unable to Make Complaints

3. Allegations of Harassment can be brought to the City's attention by anyone who witnesses, observes or becomes aware of Harassment. When the City becomes aware of allegations of Harassment, it may be legally obliged to act even in cases when the person who experienced the Harassment chooses not to file a complaint.

   In these circumstances the Chief Equity Officer and the Chief Human Resources Officer have the discretion to take action, including appointing an investigator.

   3.1. The employee who experienced Harassment will be advised before an investigation is initiated.

   3.2. The person who experienced Harassment may be called upon as a witness, and can be accompanied by a support person.

   3.3. The person who experienced or witnessed Harassment will not be identified as a "complainant".

   3.4. The person who experienced Harassment may need to be identified in order to address the allegations or as required by law.

Harassment Towards Non-Employees by Employees

4. Any non-employee who experiences Harassment by an employee may make a complaint under the City's Code of Conduct policy.

Restoration Processes

5. The City makes available restorative options for addressing harm, as an alternative to investigations, or as a complement to investigations. Restoration processes typically do not focus on establishing breach of Policy and cannot on their own lead to disciplinary action. Instead, restoration processes are focused on the parties' needs, their understanding of their own and others' intentions and impacts, and an exploration of root causes of harm, with the goal of repairing relationships and preventing harm from reoccurring in the future.

   5.1. Examples of restoration processes include:
      a) Mediated or facilitated conversations between the parties
      b) Group facilitations for team(s) involved in conflict
      c) Circles, brushing ceremonies and other culturally appropriate healing practices
      d) A facilitated apology or accountability process
      e) Co-creation of new group agreements, team norms or other supporting structures for working together; and/or
      f) Training and/or coaching for individuals or teams

   5.2. Restoration processes can be used instead of, during, or after an investigation. The investigator may suspend an investigation pending the outcome of a restoration process.

   5.3. Restoration processes are voluntary and require willing participation of the parties. The choice of approach, facilitator, and specifics of the design are determined with input from the parties involved and with regard to the parties' needs and requests.

   5.4. The City may decline to provide, or may decide to suspend a restoration process, when the City believes such a process would cause greater harm to the parties involved.

Making a Complaint

6. Complaints of Harassment can be made verbally or in writing. Verbal complaints are put into writing by the City before an investigation proceeds.

   6.1. The complaint should include the following information, if it is known:
      a) complainant's name, position and contact information;
      b) date, time and location of the incident(s) of Harassment;
      c) name of respondent(s);
      d) conduct of concern;
      e) name of witnesses if any; and

f) any action the complainant has taken to stop the unwanted conduct, including any previous investigations, restoration processes and the outcome.

6.2. Complaints of Harassment can be made, by those who have experienced, witnessed, observed or otherwise become aware of Harassment, to:
- The exempt supervisor or manager;
- Human Resources through a Human Resources Consultant;
- Senior leader if the complaint is about one's exempt supervisor or manager; or
- The City Manager if the complaint is about Human Resources or the Equity Office

6.3. Complaints under the policy can only be made to the City; however, unionized employees may reach out to their union in order to obtain support in making a complaint.

6.4. Complainants are strongly encouraged to bring a complaint forward as soon as possible following an incident, and within twelve months of the last event of alleged Harassment leading to the complaint, unless there are extenuating circumstances.

6.5. The complainant's identity and the allegations are shared with the respondent in order to address the complaint in accordance with the principles of procedural fairness.

6.6. Complainants will receive communication from the City:
a) When the complaint has been received, within 7 days of filing the complaint
b) When an investigator has been assigned and an anticipated start date of the investigation has been determined
c) Once a month while the investigation is ongoing; and
d) When the investigation is completed and a debrief session scheduled

Respondents will receive communication from the City:
g) When the allegations are ready to be shared with the respondent
h) When an investigator has been assigned and an anticipated start date of the investigation has been determined
i) Once a month while the investigation is ongoing; and
j) When the investigation is completed and a debrief session scheduled

The City recognizes the mental and emotional stress of participating in an investigation and aims to complete investigations promptly. Investigation timelines are influenced by a variety of factors including complexity of investigation, the number of parties involved, availability of appropriate investigators, and conditions such as illness that may delay a party's participation.

6.7. The City responds to complaints of Harassment using investigation and/or offering restoration processes as appropriate. In doing so, the City balances

the needs and the rights of the complainant and respondent(s), and the responsibility to protect others in the workplace.

Investigations

7. The City will determine if an investigation into a complaint or report is warranted, and how that investigation will be carried out.

7.1. The City may decline to investigate a complaint if the City has good reason to believe the complaint is malicious or retaliatory, does not, on its face, meet the definition of Harassment as defined in the Policy, or where the circumstances are such that there is a strong likelihood the City would be unable to complete a meaningful investigation.

7.2. The City will determine the appropriate investigator(s). Appropriate investigators include:
    - Human Resources personnel
    - Exempt management personnel; and/or
    - External investigators

The City will take all reasonable steps to prevent conflicts of interest when determining who the appropriate investigator will be. In choosing an investigator, consideration will be given to the needs and requests of the parties.

7.3. The City will make reasonable efforts that investigations are:
    - prompt and timely;
    - fair and impartial;
    - sensitive to and respectful of employees' identity and lived experiences; and
    - conducted with appropriate confidentiality.

7.4. The respondent will be provided an opportunity to respond to the information in the complaint.

7.5. The complainant and the respondent may have a support person attend meetings with them.

   7.5.1. The support person may not answer questions, advocate or speak on behalf of the complainant or respondent. However the support person may notice and check in to understand when the person is tired, distressed or confused, and may suggest a break or other adjustment to the meeting.

   7.5.2. The support person must keep all information gained by attending these meetings confidential.

   7.5.3. The support person may be a friend, family member, trusted colleague, Elder or similar. Unionized employees may have a union steward or business agent act as their support person. In these cases, the union's

role is not that of a representative and is limited to that of a support person.

    7.5.4. The investigator must be informed ahead of time that a support person will be involved in a meeting, and may decline a proposed support person in some circumstances, for example when the support person is a witness to the events and may be called upon in another capacity during the investigation.

7.6. The investigator may require the production of, and review of, relevant evidence such as emails, handwritten notes, photographs, videos, social media posts, employment records and/or other relevant evidence.

7.7. Employees who are either complainants or respondents will be provided the option of being debriefed on the findings of the investigation which related to them.

    7.7.1. Respondents will be advised of any corrective or disciplinary action if they are found to have breached the Policy.

    7.7.2. Complainants and witnesses will be informed of the investigator's findings but will not be advised of the consequence to respondents found to have breached the Policy.

7.8. The investigator may produce a written report. Such reports are protected under privacy legislation pertaining to employment and will not be publicly shared. They may be reviewed in whole or in part with employees who are complainants and respondents at the City's discretion.

Interim Measures, Consequences and Other Remedies

8. Interim measures may be taken by the City at any time to ensure the safety of the employees involved.

    8.1. Interim measures may include changing a reporting relationship, changing the physical work location of one of the individuals involved, or prohibiting a member of the public from dealing with a particular employee or group of employees where possible and appropriate.

9. Consequences are intended to deter, prevent and address the harm caused by harassment and could include a written apology, additional training, change in job site, change to responsibilities, discipline up to and including termination of employment, or any other remedial actions as determined by the City including discipline up to and including termination of employment.

    9.1. Unionized employees may grieve any disciplinary action under the terms of their collective agreement.

10. None of these procedures prevent an employee from pursuing other remedies, such as a grievance, where applicable, a complaint with the BC Human Rights Tribunal, or a claim with WorkSafeBC.

    10.1.   These procedures may be suspended at the discretion of the Employer until any other remedial processes have been concluded."

Procedure Interpretation and Feedback

11. Employees can reach out to the Equity Office or Human Resource for assistance in interpreting this Procedure.

12. Employees may provide feedback regarding their experience under this policy and procedure to the Equity Office or the Chief Human Resources Officer.

APPROVAL AND REVIEW HISTORY:

Version 1 approved by:		Click here to enter a date.
		Click here to enter a date.

Next review date   01/02/2025