



COUNCIL REPORT

Report Date: June 11, 2024
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Meeting Date: July 9, 2024

[Submit comments to Council](#)

TO: Vancouver City Council
FROM: Chief Equity Officer
SUBJECT: Equity Framework Implementation Update

Recommendation

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 in accordance with the City's Equity Framework.

Purpose and Executive Summary

The purpose of this report is to inform Council, staff and the public of initiatives taken by the City of Vancouver towards the implementation of the Equity Framework in the past year. Despite the gap in leadership from July 2023 with the departure of the previous Chief Equity Officer to the arrival of the current Chief Equity Officer in January 2024, the Equity Office team continued to support and advance equity initiatives across the City. Of particular note, the Equity Office launched a new Workplace Restoration Program to provide an alternative process to investigations in addressing disrespectful behaviours that may not rise to the level of harassment, in support of the revised Respect in the Workplace Policy which came into force as of January 1, 2024. In addition, the Equity Office led an Equity By-law Review project, the findings of which will be reported separately to Council.

The City's internal equity work is organized into 14 categories of action and the City has made steady progress overall. The City's community-facing equity work is partially advanced through a number of identity-based strategies.

Council Authority/Previous Decisions

Council adopted the Equity Framework in [July 2021](#) and directed staff to report on progress on an annual basis.

The Respect in the Workplace Policy was [approved by Council in June 2023](#) to take effect as of January 1, 2024.

City Manager's Comments

The City Manager concurs with the foregoing recommendation.

Context and Background

The City's [Equity Framework: Getting Our House in Order](#) continues to be the North Star for guiding departmental efforts and aligning the City's internal initiatives and processes in the direction of equity. The Framework is implemented through:

- A number of community-facing initiatives: including several identity-based strategies that are focused on understanding the experiences of specific equity-denied communities and mitigating barriers they face. Led by the Arts, Culture and Community Services (ACCS) department, this work is reported to Council throughout the year and is referenced at a high level in this report.
- Many internal initiatives by various departments across the City: organized within the framework of the Global Diversity, Equity and Inclusion Benchmarks (GDEIB), this work is supported and coordinated by the Equity Office, detailed in this report and appendices.

The City's equity work complements the significant and extensive strategies and actions regarding Reconciliation, MMIWG2S and UNDRIP led by the Indigenous Relations team which are reported separately. The Equity Office continues to seek opportunities to align with and more closely support the Indigenous Relations team's work.

Discussion

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

Accessibility Strategy

The City's Accessibility Strategy focuses on removing barriers and enabling persons with disabilities to access health and wellbeing free from discrimination. Staff will be providing an update on Phase 2 to Council. Below are some brief highlights.

Staff have also been working on meeting the requirements outlined in the [Accessible BC Act](#), passed in June 2021, which requires municipalities to create an accessibility plan, an accessibility committee and a public feedback mechanism.

In June 2023, staff facilitated public engagement to invite feedback from people who have lived experience with disabilities on the focus areas, draft actions and community priorities outlined in the Accessibility Strategy. Staff have also assembled an internal working group to develop the

Multi-Year Action Plan (MYAP), which currently includes 106 actions across nine focus areas, that would meet the requirements of the Accessible BC Act.

In September 2023, a temporary public feedback mechanism was launched, where community members can report accessibility barriers via the City's website or 3-1-1. On October 3, 2023, Council appointed 16 members to the Accessibility Committee, tasked with overseeing the implementation of the Accessibility Strategy.

The update of the Accessibility Strategy and its implementation will be presented to Council in July 2024.

Age-friendly Action Plan (2012-2015) and Older Persons' Action Plan Development (current work)

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 coordination resources, implementation was not formally tracked or monitored. Led by the recently-appointed Strategic Lead for Older Persons, staff are currently developing an Older Persons Strategic Action Plan which will be presented to Council later this year.

Anti-Racism and Cultural Redress

The ongoing work regarding anti-racism and cultural redress requires that the City looks both backward to address historical wrongs, and forward to remove systemic barriers for racialized people in Vancouver to full access, participation and belonging. The following list summarizes the project updates in this area of work:

- As one of the priority action items from the City's ongoing work on the Historic Discrimination Against People of South Asian Canadian Descent (HDSA), Council approved assigning the primary street Canada Place the secondary, honorary name *Komagata Maru Place*. The new street name and signage were unveiled at a ceremony on February 9, 2024, with community members from the South Asian Canadian community in attendance, including descendants of passengers of the Komagata Maru (Guru Nanak Jahaz) ship.

The artworks for the new signage were created by Jagandeep (Jag) Kaur Nagra, a queer, Punjabi, visual artist.

A [webpage on the City's website](#) was created which provides more information and resources to the public about the Komagata Maru incident history, the City's redress efforts and HDSA work, and the Komagata Maru Place street sign artwork.

In addition, the Park Board has been working to refurbish the Komagata Maru monument located at Harbour Green Park in Coal Harbour, which will include updated text and improved materials.

- In line with recommendations from the [Addressing Anti-Black Racism and Historic Discrimination Interim Report](#), staff launched a grant in 2023 open only to Black-led and Black-serving non-profit organizations in the city, funding their internal organizational

capacity to better serve Black residents. 10 organizations were funded to a total of \$125,000.

Staff have reconvened an internal working group to consider high-level actions to addressing anti-Black racism and are developing a plan to bring these to community for engagement in fall 2024. At the same time, staff are in the process of engaging a consultant to conduct research on the historical discrimination of Black and African diaspora communities with the goal of sharing the research to build awareness among the public.

- Over the course of spring 2024, staff reconvened the Public Partners Anti-Racism Working Group, consisting of representatives from Vancouver Public Library, Vancouver School Board, Vancouver Board of Parks and Recreation, Vancouver Police Department and Vancouver Coastal Health. This Working Group will continue to improve information sharing of racism-related incident reporting policies, practices and redress mechanisms, as well as anti-racism resources.
- The City Manager's Office leads Chinatown-related work, including the recently approved Chinatown Cultural District Framework. The Framework takes a holistic approach to establishing Chinatown as a vibrant cultural district and includes 5 goals to help manage development and change, steward intangible cultural heritage activities, prevent displacement and loss of important cultural spaces, activities, and culturally significant businesses, and support the local economy and community. Staff will return to Council in Q3 2024 with an early implementation plan that identifies prioritized deliverables and timelines for Council consideration.
- In October 2022, Council adopted the [UNDRIP \(United Nations Declaration on the Right of Indigenous Peoples\) Strategy](#), which outlines "Ending Indigenous-specific racism and discrimination" as one of its four key themes. Staff have since identified two early actions for addressing environmental racism as a part of the UNDRIP Action Plan 2024-2028 that was approved by Council in June 2024.

While work in this area is moving forward, anti-racism and cultural redress is complex and requires "moving at the speed of trust" with communities, which often result in shifting timelines. Similarly, staff project leads for much of this work have been regularized in recent months, providing dedicated attention and leadership of this complex work. These leads ensure comprehensive engagement between departments in City planning and initiatives, as well as essential connection with communities. The City's approach to anti-racism and cultural redress continues to consider both short-term actions and longer-term investments in the respective areas of planning.

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

Led by ACCS' Community and Gender Safety Team, a cross-departmental staff working group including the Trans, Gender Diverse and Non-Binary Employee Resource Group has been convened to respond to the Council motion directing staff to develop work plans and goals to renew and update work on the Trans, Gender Diverse and Two Spirit (TGD2S) Safety and Inclusion Action Plan.

Currently the staff working group is:

- Conducting a progress review of the 2016 TGD2S Inclusion Strategy
- Coordinating engagements with external partners, community leaders and directly impacted community members to identify both gaps in the previous process and emerging issues
- Developing a work plan process that clearly outlines key departmental areas of responsibility and incorporates a system for ongoing assessment and update reports
- Drafting a memo to Council on the progress of this initiative for Sept 2024.

Women's Equity Strategy

The City has continued to make progress on [Vancouver: A City for All Women, Women's Equity Strategy 2018-2028](#) in the past year. While there was no specific coordination of Phase 3 implementation, actions were taken in all five priority areas of intersectionality lens, safety, childcare, housing, and leadership and representation. As noted in the [2023 Council report](#), the Women's Equity Strategy would benefit from a renewal, like the Trans, Gender Diverse and Two Spirit Inclusion Strategy, to review progress and outcomes to date and identify actions that the City can take that account for the needs of women in the post-pandemic era, accompanied by the continued rising costs of living in Vancouver. With the TGD2S Inclusion Strategy renewal work underway, scoping and resourcing for the Women's Equity Strategy work will need to be considered as a standalone item for 2025.

NEW Youth Safety and Violence Prevention Strategy (2023-2026)

The City of Vancouver's [Youth Safety and Violence Prevention Strategy](#) outlines a comprehensive approach to enhancing the safety and wellbeing of youth in Vancouver. It aims to address root causes of youth violence and identify community and public responses that effectively prevent its occurrence and recurrence. The strategy sets out a plan to create safe spaces and empower young people and communities to develop and implement solutions. Adopted by Council in November 2023, the strategy and funding framework were developed as part of the Building Safer Communities Program funded by Public Safety and Emergency Preparedness Canada. To ensure clear and aligned investments and interventions across all sectors and organizations, the proposed Strategy includes a vision and five focus areas. A total of \$2.7 M of the federal funding have been allocated across three granting streams to support community-based organizations to build the capacity of the sector, deliver early violence prevention programs and support youth action projects in alignment with the proposed strategy.

Internal Initiatives Progress Report

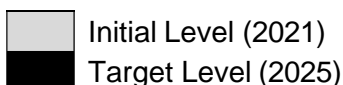
The Equity Office continues to use the Global Diversity, Equity and Inclusion Benchmarks: Standards for Organizations Around the World (GDEIB) as the tool to both organize the City's equity work and to measure progress. The City's GDEIB tool has four focus areas and fourteen categories of action, each category with an assessed and target score of Level 1 (inactive), Level 2 (reactive), Level 3 (proactive), Level 4 (progressive) or Level 5 (best practice). In 2021 the City was scored between Levels 1.5 and 3.5 depending on the category and has set targets for 2025 of Levels 3 to 4 depending on the category.

Progress towards the targets over the past year are summarized in the table below and described in Appendix A. A list of actions taken by City departments in each of the fourteen categories are presented in Appendix B. In future, progress will be tracked in a public-facing dashboard for 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										Slight
2: Leadership & Accountability*										Steady
3: Structure & Implementation										Significant
4: Recruitment										Steady
5: Advancement & Retention*										Steady
6: Job Design, Classification & Compensation										Slight
7: Work-Life Integration, Flexibility & Benefits										Slight
8: Assessment, Measurement & Research*										Steady
9: Communications*										Steady
10: Learning & Development*										Steady
11: Connecting JEDI & Sustainability										Steady
12: Partnerships & Grants										Significant
13: Service Provision	Not yet assessed									
14: Public Engagement & Customer Service										Steady
15: Responsible Procurement										Steady

* = Identified in 2022 as priority Area



One of the many initiatives moving the City in the direction of its equity commitments is highlighted below. All initiatives are included in the appendices to this report.

Workplace Restoration Program
 Highlight from Category 3: Structure and Implementation

As part of the implementation of the updated Respect in the Workplace Policy, the Equity Office launched a new Workplace Restoration Program with a two-person team to support the City’s efforts in promoting a workplace where there is widespread capacity for repair, restoration of relationships and transformation of root causes of harm.

Workplace restoration is both a concept and an approach to responding to conflict and harm. As a concept, it aims to restore what has been disrupted or broken, such as trust, respect or relationships between individuals or groups. As an approach, it describes a range of facilitated processes that can be used to address behaviours, situations or incidents that make people feel uncomfortable, disrespected or harmed in the workplace. These processes focus on parties coming to an understanding about impacts of behaviour and repairing the relationship, rather than establishing fault or wrongdoing. The goal is to prevent hurtful and harmful behaviours by attending to root causes and growing individual and collective capacity to respond to conflict and harm.

The team has been working closely with Human Resources to put intake and referral processes in place, as well as meeting departmental leadership teams to promote the program. Learnings from this program will inform the Equity Office’s ongoing work on how to best support teams and the organization in creating a safer and more equitable workplace.

Financial Implications

There are no financial implications associated with this report’s recommendation.

Legal Implications

There are no legal implications associated with this report’s recommendation.

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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
<p>Recent progress: The Equity Framework continues to guide equity initiatives across the City, with nearly all departments integrating equity-related actions into their work tailored to their needs (detailed in Appendix B). Some departments have been refining and maturing their own internal strategies; for example, Engineering has updated its equity strategy, elevated equity, diversity and inclusion (EDI) as a department pillar, and embedded equity into department expectations and cultural norms.</p> <p>Next steps: To reach its target, the City needs to increase outreach with its equity vision and commitment, particularly to frontline and operational staff who have been less engaged due to lack of network access. Once access is made available, a concerted strategy needs to be developed to reach non-desk-based staff.</p>	<p>Recent progress: Leadership continues to be engaged across the City. As examples, a module on “Equity and Reconciliation Leadership” was integrated into Leadership Essentials in Action (LEAP) training, and the Equity Office (EO) provided intentional leadership training to FSC leaders. The EO continues to engage leaders in JEDI meetings and issues. With the launch of the new Workplace Restoration Program, leaders will also be supported in building restoration awareness and skills.</p> <p>Next steps: Frontline and operational leaders continue to need to be prioritized for outreach and learning. All City leaders need to continue to build their equity competency, engage on equity issues and be visible as equity champions.</p>
3: Structure and Implementation	
<p>Recent progress: The City made significant progress in this area. Departments have integrated equity into their processes, created new equity-focused roles, and developed tailored equity strategies. The EO has launched a new Workplace Restoration Program and continues to support and mature the Equity Advisory Committee and Employee Resource Groups (ERGs).</p>	
<p>Next steps: The City is close to achieving its target in this category. Departments need to continue to assess their processes and practices from an equity lens and integrate equity actions. Departments can also identify and create opportunities to share learnings and avoid duplicating equity efforts. The EO has started convening staff with equity roles across the City to share information and initiatives and to align efforts where possible.</p>	

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
<p>Recent progress: In consultation with the City's Staff with Disabilities ERG, the Recruitment Team completed work focused on enhancing accessibility for applicants with disabilities, including incorporating a statement on accommodations into job postings and updating the City of Vancouver careers website to address accessibility barriers. Human Resources (HR) is currently working with an external consultant to conduct a comprehensive recruitment equity review focused on identifying and implementing tools and supports to reduce barriers to accessing City jobs.</p> <p>Next steps: The City will have the opportunity to implement specific recommendations as identified through the comprehensive recruitment equity review. The City needs to continue to monitor demographic pipeline data, and intentionally promote recruitment best practices, including increasing diversity on selection panels and mitigating unconscious biases for panel members.</p>	<p>Recent progress: A new Workplace Restoration Program was launched to support informal resolution processes aimed at repairing working relationships between individuals or groups. Several departments have integrated equity into onboarding, development, leadership and mentoring initiatives.</p> <p>Next steps: With feedback from ERGs, HR has initiated updates to the onboarding process, including refreshed communications and a new learning stream within the City's learning management system to ensure a more consistent onboarding experience for all new staff. The City should continue to identify opportunities to gather demographic data throughout the employee life cycle, to better understand the career trajectories of staff and leaders from equity-denied communities and identify and mitigate barriers.</p>
6: Job Design, Classification and Compensation	7: Work-Life Integration, Flexibility and Benefits
<p>Recent progress: The City has made slight progress in this area through adjusting job requirements to enhance accessibility and enable more candidates with disabilities to apply for positions. HR is currently developing an exempt regular part time employment status, as well as launching a staff survey to gather information regarding gender identity, to report aggregate gender demographic information and identify any gender pay gaps according to the BC Pay Transparency Act.</p>	<p>Recent progress: The City has made slight progress in this area by reviewing worksites for accessibility and equity, as well as documenting and communicating the City's medical accommodations processes. Vancouver Fire and Rescue Services (VFRS) created their first ever Pregnancy Policy.</p> <p>Next steps: As noted in last year's report, the City needs to look at creating forms of flexibility that support non-desk-based staff, as well as equity-related flexibility such as religious and cultural</p>

<p>Next steps: As noted in last year’s report, the conversation regarding “fair wage” and how the City may meet or exceed guidelines for “living wage” needs to continue.</p>	<p>accommodations, in addition to medical accommodations.</p>
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BRIDGING GROUP

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

<p>8: Assessment, Measurement, Research</p>	<p>9: Communications</p>
<p>Recent progress: The City made steady progress in this area. Technology services is supporting the development of an accessibility dashboard, a centralized equity dashboard, and a holistic communications site to complement the UNDRIP program dashboard. The City continues to work to access available disaggregated population-level datasets to understand inequities and engage communities in using data to make change. HR is modernizing its HR Information System, which will be configured to be capable of collecting, analyzing and reporting on data related to progress on equity.</p> <p>Next steps: A second iteration of the Employee Benchmark Survey will be conducted in early 2025 to compare progress.</p>	<p>Recent progress: The Civic Engagement and Communications (CEC) department focused on accessibility, providing training in plain language and web accessibility, revising templates and practices, improving plain language content. Technology Services (TS) updated the City’s website in accordance with the Worldwide Web Consortium (W3C) web content accessibility guidelines. Several departments developed their own equity communications strategies and processes to engage and inform their teams. City Clerks are continuing their closed captioning pilot at some Council meetings, with the goal of making this available at all future Council meetings.</p> <p>Next steps: the City needs to reach all staff. Two of three phases of the Connecting with Off-network Staff project have been completed, giving operational and frontline staff the ability to opt-in to receiving all-staff messages by personal email. The next phase will include enabling access to City email and Currents intranet on personal devices, which will provide an opportunity to engage more staff on equity issues.</p>
<p>10: Learning and Development</p>	<p>11: Connecting Equity and Sustainability</p>
<p>Recent progress: The City is close to achieving its target in this category. The EO continued to offer experiential, immersive learning events for all staff in connection with significant recognition dates. Equity-focused staff training was undertaken by most departments across the City; for example, team members in City Protective Services are completing a course in mental health first aid, Engineering continues to roll out a bespoke allyship and inclusion training program, and</p>	<p>Recent progress: The EO and Sustainability team worked together to implement the Equity Framework through climate mitigation and adaptation work, and increased team equity capacity through both training and hiring an Equity and Reconciliation Planner. As another example, the Planning, Urban Design and Sustainability (PDS) team is working on an equity asset map, continuing to work on an evaluation framework for projects where climate and equity</p>

<p>Vancouver Fire and Rescue Services incorporated JEDI training into their officer development program.</p> <p>Next steps: The City needs to ensure that learning and development opportunities are made available to all staff, frontline and operational staff in particular.</p>	<p>intersect, and refreshing climate plans with a project process which will embed equity. The City is also working to refresh the Health City Strategy and recommitting to long-term goals to address inequities in the determinants of health.</p> <p>Next steps: Continued focus on the intersection of equity and sustainability will support the City in reaching its target in this category.</p>
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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.

<p>12: Partnerships and Grants</p>	<p>[13: Service Provision]</p>
<p>Recent progress: The City made significant progress in this category.</p> <p><u>UNDRIP and Relationship Protocols</u> - The UNDRIP strategy has been completed and the Action Plan was presented to Council in June 2024. A Relationship Protocol was signed that provides the foundation for the City of Vancouver and Squamish Nation’s working relationship; draft Relationship Protocols with Musqueam Indian Band and Tsleil-Waututh Nation are currently in progress.</p> <p><u>Partnerships</u> – As other examples, PDS continues to liaise with Musqueam, Squamish and Tsleil-Waututh (MST) staff to better align City initiatives with local Nations’ goals and priorities through staff-to-staff summits; Arts, Culture and Community Services (ACCS) team members worked with cultural staff from MST, the artist, and urban Indigenous community members to bring the temporary Residential School Memorial to a close in a good way following cultural protocol.</p> <p><u>Grants</u> – ACCS is continuing to assess and adjust the granting process to reflect more equitable and accessible considerations from application to adjudication and rewarding grants.</p> <p>Next steps: As noted in last year’s report, to maintain progress in this category the City’s</p>	<p><i>Note: This GDEIB category was not assessed in 2021 as it pertains to hundreds of different lines of service provision and requires a decentralized evaluation approach. Many departments have already started to shift their practices in the direction of equity in this area.</i></p> <p>Recent progress: More than 30 initiatives are included in this category (detailed in Appendix B.) These range from an artists’ hub that prioritizes tenants from communities that are historically excluded from access to cultural spaces; a scoring matrix for tenant selection processes for non-market housing that prioritizes equity-denied applicants including Indigenous, Black and racialized people, women fleeing abuse, Trans, Gender-Diverse and Two-Spirit people; and the development of an honoraria policy and process for the City that supports the unique requirements of Indigenous and equity-denied groups.</p> <p>Next steps: The findings of the By-law Equity Review, conducted in response to a Council motion and reported separately to Council, will contribute to the City’s progress in this category.</p>

<p>community investments need to continue to prioritize equity-denied groups.</p>	
<p>14: Public Engagement and Customer Service</p>	<p>15: Responsible Procurement</p>
<p>Recent progress: The Language Access Policy, implemented with the support of the language access specialist, currently covers translation but not interpretation. Over the past year, CEC led sessions for City staff to learn about the policy, created new resources and templates to help project teams with policy implementation, created translation guidelines for social media, and is actively expanding outreach to ethnocultural media outlets. Other examples include the development of a safety planning checklist to support pre, during and post planning of engagements from a psychological safety perspective, and the current development of public community guidelines to align with the updated Respect in the Workplace Policy.</p> <p>Next steps: The City needs to continue to use an equity lens in developing consistent processes for reducing barriers to public engagement.</p>	<p>Recent progress: The City continues to perform well in this area and is close to achieving its target. ACCS and Supply Chain Management have been working to make procurement processes more accessible and equitable, including by making the bid process more flexible and lowering barriers. Building on the collaboration and success of the Guide for Procuring Consultants with Equity Expertise, the Procurement team hosts an Equitable Procurement Community of Champions, which meets monthly and enables continued connection and momentum on making all procurements more equitable.</p> <p>Next steps: As noted in last year’s report, the City needs to continue to increase accessibility in procurement processes and look at building the capacity of underrepresented suppliers through educational support and coaching.</p>

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 Maturation	Engineering Services	In progress	Engineering updated its draft departmental vision alignment statement, mission statement, values and behaviours. Through this work, equity, diversity and inclusion were elevated as a department pillar and embedded into department expectations and cultural norms.
Frontline and Operational team member engagement in equity	Engineering Services	In progress	Engineering has initiated outreach to frontline team members and operational branches in an effort to build relationships, understand needs, increase visibility and strengthen engagement with the City's equity work and Engineering's departmental Diversity and Inclusion Program. In the past year, team members visited and built relationships with over 70% of the department's branches and operational sites and are continuing their outreach.
Equity module at New Employee Orientations	Equity Office; Engineering Services	In progress	The Equity Office has partnered with some branches in Engineering to add a module on equity to new employee orientations. This allows the Equity Office to introduce the City's equity vision and rationale to new frontline team members at the onset of their employment with the City.
Equity Framework adoption at Park Board Leadership table	Vancouver Board of Parks and Recreation	In progress	The Board of Parks and Recreation Leadership Team has adopted the Equity Framework and is in the process of rolling this out across all divisions, as well as looking for opportunities to embed this within staff workplans going forward.

Category 2: Leadership and Accountability

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Disability Awareness training for senior leaders	Human Resources	Completed	City Council and the City Leadership Team underwent disability awareness training.
Curriculum updates to Leadership Essentials in Action Program	Human Resources; Equity Office; Indigenous Relations	Completed	A module on 'Equity and Reconciliation Leadership' was integrated into the program curriculum for the Leadership Essentials in Action Program (LEAP). LEAP is designed for first-level exempt leaders of people, projects or portfolios.
Capacity building for managers and senior leaders	Technology Services	Completed	All managers in Technology Services completed mandatory equity training, including watching videos and participating in facilitated sessions to integrate learnings, engage in discussions and ask questions. This increased the capacity of JEDI knowledge on the team and has allowed managers to become more equity focused as leaders.
Capacity building for unionized leaders	Human Resources	In progress	Curriculum for a Leadership Essentials in Action Program for Unionized Leaders (LEAP-U) is being developed, including a series of workshops and content analysis to integrate an equity and reconciliation leadership lens into the program.
Capacity building for City Leadership Team and Council	Equity Office	Ongoing	In 2023, the Chief Equity Officer regularly hosted capacity building workshops and discussions with the City Leadership Team and City Council. For Council, these included: an introduction to the Equity Framework and a workshop on inclusive language. For the City Leadership Team, these included: an overview of the history, foundational concepts and frameworks of equity and an interactive workshop to engage with concepts and revisions to the Respect in the Workplace Policy.
Leadership engagement in JEDI meetings and issues	Equity Office	Ongoing	The Equity Office continues to monitor and track engagement of management and senior management in equity-related meetings, workshops and other learning sessions.
Officer Development Program: JEDI Training	Vancouver Fire and Rescue Services	Ongoing	VFRS has incorporated JEDI training into its Officer Development Program, including Fire Officer I, Fire Officer II and Fire Officer III development programs.
Skill Building for Psychologically Safer Leaders	Arts, Culture and Community Services	In progress	Senior Managers have been participating in a series called Skill Building for Psychologically Safer Leaders which consists of four workshops.

Category 3: Structure and Implementation

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Program Chair recruitment	Engineering Services	Completed	Engineering recruited, engaged and onboarded a new Program Chair to complete the structure for Engineering's diversity and inclusion program (two Program Chairs and one Program Manager).
Creation of new equity-focused roles	Engineering Services; Planning, Urban Design and Sustainability	Completed	Engineering created, hired and onboarded a permanent diversity and inclusion consultant, a new position customized for the department. The Sustainability Group in PDS created, hired and onboarded a new permanent Equity and Reconciliation Planner II position.
Creation of Workplace Restoration team	Equity Office	Completed	As part of implementing the updated Respect in the Workplace Policy, a two-person Workplace Restoration team has been created and team members have been hired for these roles. The team is modeled after other organizations with similar programs, including the City of Edmonton and Vancouver Coastal Health, and will support the City's effort in creating a workplace where there is widespread capacity for repair, restoration of relationships and transformation of root causes of harm.
Intradepartmental equity project team formation	Engineering Services	In progress	Engineering issued an invitation to all staff to participate in its diversity and inclusion program. Approximately 40 team members across Engineering formed intradepartmental project teams who will work together to advance work packages.
Support for implementation of multi-year diversity and inclusion strategy	Engineering Services	In progress	Work is currently underway to secure a contract with an external consultant who will advise on Engineering's diversity and inclusion strategy until December 2026.
Creation of the City's first Indigenous Community Youth Worker role	Vancouver Board of Parks and Recreation; Equity Office; Human Resources; Legal Services	In progress	The Recreation team reached an agreement with CUPE 15 to convert a Community Youth Worker Position to an Indigenous Community Youth Worker position, based out of Britannia Community Centre. The position is considered to be a "Special Program" through the BC Office of the Human Rights Commissioner and is expected to be filled in 2024.
Creation of new Planner II role on Accessibility	Vancouver Board of Parks and Recreation; Human Resources	In progress	Park Board secured funding for a Planner II position with a focus on Accessibility, to assist Park Board with meeting obligations under the Accessibility Act and the City's Accessibility Strategy. Hiring for the role is currently underway.
Equity leads network	Equity Office	Ongoing	The Equity Office has started convening team members in equity-focused roles across the City, to share information and initiatives and align efforts where possible.

Supporting Employee Resource Group formalization and maturation	Equity Office	Ongoing	The Equity Office continues to support the creation and maturation of Employee Resource Groups (ERGs) at the City. ERGs were involved in a number of projects in the past year including: advising on the development of the City's Medical Accommodations Guide, developing a resource for assessing organizations/consultants serving equity-denied groups and advising City leadership on work to support the rights of transgender and gender diverse people. Two new ERGs were also created.
Creation of JEDI capacity building group	Human Resources	Ongoing	HR created a new cross functional group to support the development of JEDI capabilities within the department. In 2023, team members participated in workshops to identify needs and initiate conversations that support safety, trust and confidence in implementing JEDI principles.

INTERNAL GROUP**Category 4: Recruitment**

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Recruitment Equity Review (focused on applicants with disabilities)	Human Resources	Completed	The Recruitment team hosted focus group discussions with the Staff with Disabilities Employee Resource Group and updated its processes to include: distributing one-pagers to candidates before starting the recruitment process, updating communication templates and updating the City of Vancouver careers website to address accessibility barriers. They also created a process guide for supporting accommodation requests, including incorporating a statement on accommodations in job postings to create safety and reduce stigma.
Targeted outreach and recruitment: Women in Firefighting	Vancouver Fire Rescue Services	Completed	VFRS hosted “Camp Ignite” in August 2023, a three-day program to educate and inspire women to follow their dreams in pursuing firefighting as a career. VFRS hosted the camp for one day and sponsored two women to participate in the program. 2023 was the first year that multiple women from Vancouver applied to the program. The VFRS Recruitment team also hosted an information session for the UBC Women’s Soccer Club as part of its targeted outreach.
Recruitment Equity Review (general)	Human Resources	In progress	Human Resources procured an external consultant for Phase 2 of the citywide recruitment equity review project. The project includes reviewing the City’s current recruiting practices and tools with a goal of identifying, prioritizing and implementing tools and supports that mitigate biases and lower barriers to accessing City jobs.
Training for recruitment staff	Human Resources	In progress	As part of ongoing training initiatives, the Recruitment team partnered with the Equity Office to create training modules for hiring panels on Equity in Recruitment both in process and specifically in cultural competency interviews.
Recruitment Equity Review (VFRS)	Vancouver Fire Rescue Services	In progress	VFRS has undertaken an extensive review of its recruitment process, including reviewing key issues and generating and prioritizing solutions. Work on a final report, including an implementation plan, is currently underway.
Engagement with Employee Resource Groups	Human Resources	Ongoing	In 2022 and 2023, Human Resources conducted focus group engagement sessions with various Employee Resource Groups for feedback on recruitment practices, processes and tools. Human Resources will sustain these relationships for ongoing dialogue and feedback.

Targeted outreach and recruitment: Indigenous Firefighters Mentorship Program	Vancouver Fire Rescue Services	Ongoing	VFRS, in partnership with the First Nations Emergency Services Society, VFRS Local 18, IAFF and the Justice Institute of BC created a mentorship program where Indigenous candidates from the local Nations, and urban Indigenous peoples, wishing to pursue a career in firefighting are provided with one-on-one mentorship from VFRS Indigenous Employee Resource Group members. ERG members guide candidates through the recruitment process, with all partner organizations working collaboratively to help candidates succeed. As part of their ongoing outreach efforts, the VFRS Recruitment team also hosted an information session for Musqueam Indian Band's Career and Trades Exploration Program and attended the Vancouver Aboriginal Friendship Centre Society's Career Fair in 2023.
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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	Finance, Risk and Supply Chain Management	Completed	Human Resources provided training to FRS leaders in incorporating an equity lens in talent planning and development.
Review of onboarding processes	Human Resources	Completed	Completed updates to the process, refreshed communications and added a new learning stream within the City's Learning Management System to ensure a more consistent on-boarding experience for all new staff – including training modules to related Indigenous culture.
Revision and amalgamation of Respectful Workplace and Human Rights and Harassment Policies	Human Resources; Equity Office; Legal Services; Finance, Risk and Supply Chain Management	Completed	The Equity Office and Human Resources undertook a revision of the Respectful Workplace and Human Rights and Harassment Policies, and developed a revised, singular "Respect in the Workplace Policy" which was adopted by Council in 2023 and came into effect in January 2024. The new policy is more accessible and attentive to the needs of those from equity-denied communities, including through the incorporation of trauma-informed elements, increased clarity and transparency in reporting processes, strengthened accountability for leaders and the re-introduction of non-investigative/informal resolution pathways ("workplace restoration").
Departmental Mentorship Program	Arts, Culture and Community Services	In progress	Based on the ACCS Employee Benchmark Survey Action Plan, ACCS rolled out a departmental mentorship program focused on developing leaders. The program was piloted in 2023 with 10 mentors and mentees. The program will continue for 10 months and be evaluated in late 2024.

Minerva Women Leading the Way Program	Human Resources	Ongoing	The Organizational Development Team in HR worked with Minerva BC to deliver its highly regarded “Women Leading the Way” program in-house at the City of Vancouver. Cohort 1 was successfully delivered in 2023-2024 with positive feedback. Cohort 2 will launch later in 2024, with expanded availability to Planner IIIs, to extend the opportunity to more women and gender-diverse City leaders across the organization.
Equity onboarding for new staff	Planning, Urban Design and Sustainability	Ongoing	Developed a guide with materials and resources detailing the department's equity initiatives, equity in planning and key resources specific to PDS team members.

Category 6: Job Design, Classification and Compensation

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Reviewing job requirements to ensure employment equity and accessibility	Human Resources	Completed	Through engagement with the Staff with Disabilities Employee Resource Group, opportunities were identified to adjust job requirements to enhance accessibility and equity. The City has worked to eliminate assumptive requirements in job postings (in CUPE 15), such as adjusting language around driver licensing requirements and enabling more candidates with disabilities to apply for jobs.
B.C. Pay Transparency Act reporting	Human Resources	In progress	For the first time, City staff were invited to voluntarily self-report their gender within the City system, to help the City and Province better understand where there may be any gaps in pay, based on gender. The City is required to report pay statistics disaggregated by gender identity as part of the <i>Pay Transparency Act</i> . The <i>Pay Transparency Act</i> requires B.C. employers to help close the gender pay gap and address systemic discrimination in the areas of pay postings, history, reprisal and transparency reports. The City will report back to the Province in Fall 2024.
Development of an Exempt Regular Part Time Employment Status	Human Resources	In progress	Recommendations are under active consideration by Human Resources for a one-year pilot program to develop new exempt regular part-time positions at the City.

Category 7: Work-Life Integration, Flexibility and Benefits

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Reviewing accessibility of worksites	Arts, Culture and Community Services; Real Estate, Environment and Facilities Management	Completed	Accessible entrances are demarcated for all ACCS buildings, and procedures have been developed and are in place for the safe exiting of facilities. Accessible washrooms are also in place in all ACCS buildings, including for team members who recently relocated to West Annex.
Pregnancy Policy	Vancouver Fire and Rescue Services	Completed	In a two-year long collaborative effort with the Local 18 Executive Board, VFRS Women's Committee and VFRS Joint Equity Committee, Vancouver Fire and Rescue Services created its first ever Pregnancy Policy. VFRS is facilitating a series of Pregnancy and Parenting workshops with members from the Women's Committee and VFRS Leadership team to create a document similar to a guideline or checklist that aligns with the new policy.
Documentation and communication of City's medical accommodations process	Human Resources	In progress	A process guide, accompanying conversations guide and frequently asked questions have been drafted for staff, supervisors and managers, and is currently under review.
Works Yard Equitable Washroom Review: Manitoba Works Yard	Real Estate, Environment and Facilities Management; Engineering Services	In progress	The 2022 Works Yard Equitable Washroom Review report identified and prioritized potential renovation projects across the City's works yard facilities, identifying the Manitoba Works Yard Admin building washroom and change room facilities as one of the top priorities by Engineering Services. Renovations are now underway. Work will improve equity and accessibility, as well as modernize the facility by adding a universal shower and washroom and increasing the space for women's change rooms and lockers.

BRIDGING GROUP**Category 8: Assessment, Measurement and Research**

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
UN Habitat Quality of Life Initiative	Arts, Culture and Community Services	In progress	The City is partnering with UN-Habitat to become a pilot city for developing new global measures of quality of life. The City will develop indicators of quality of life that can be disaggregated across equity-denied communities and use the data to inform strategic policies and plans.
Raymur rail closure research	Arts, Culture and Community Services; Engineering Services;	In progress	ACCS and Engineering recruited researchers and planned engagements with members of the sex work community, including preparing a survey.
History of sex work research	Arts, Culture and Community Services; Planning, Urban Design and Sustainability; Engineering Services	In progress	ACCS completed research for a history of sex work in the Granville Entertainment District (to support work in Planning, Urban Design and Sustainability), and has commenced a history of sex work in Gastown (to support work in Engineering).
Accessibility Dashboard	Arts, Culture and Community Services; Technology Services	In progress	Technology Services supported development and data taxonomy for the Accessibility Dashboard and developed the target state to incorporate geospatial and citizen feedback data into reporting for the public and compliance reporting for the BC Government.
Development of key equity metrics	Equity Office	In progress	The Equity Office is 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. Draft metrics have been developed and work is underway to understand requirements and feasibility for inclusion in the equity dashboard.
Equity Dashboard	Equity Office; Technology Services	In progress	Technology Services and the Equity Office are working together to create an accessible, user-friendly, centralized equity dashboard that identifies and tracks ongoing and new equity initiatives at the City and measures organizational progress towards equity through a key set of metrics. The initiative has been endorsed to move forward as part of the 2024 Annual Technology Plan. Development of the dashboard is underway and is anticipated to be publicly available in 2025.

HRIS Modernization Project: Aligning HRIS to equity vision	Human Resources; Finance, Risk and Supply Chain Management; Technology Services; Vancouver Board of Parks and Recreation	In progress	Human Resources is working on modernizing its HR Information System which will help to support the City's equity vision. Phase 1 has been completed and Phase 2 (Readiness Activities) are now underway, including engagement with the Equity Office and other equity-focused team members to confirm prioritization of the scope of work. A modernized HR Information System will make it more possible for the City to collect, analyze and report on data related to progress on equity.
Equity evaluation and indicators in Climate Emergency Action Plan	Planning, Urban Design and Sustainability	In progress	The Sustainability Group has created a framework, the "Equity Approach", to guide project managers and action owners participating in the 2026-2030 Climate Plans refresh. The Equity Approach provides a 'menu' of tools and programming for action owners to use. The aim is to embed equity and reconciliation into both the process and the outcomes of the Climate Plans refresh. This work will take place from June 2024 to June 2025. The 2026-2030 Climate Plans go to Council in July 2025 and will include a report out on project equity work.
UNDRIP Program Dashboard (Action Plan 5.3, 5.4)	Technology Services; Indigenous Relations	In progress	The Musqueam, Squamish and Tsleil-Waututh Nations, and the City of Vancouver (MSTV), envision a holistic communications site to complement the UNDRIP Program Dashboard that will incorporate and complement existing communication mediums. This will ensure that all members of MSTV are able to share and participate in the progress of UNDRIP, see updates and get involved in supporting Indigenous rights. In the last year, the project team engaged with MST and other City of Vancouver departments to understand requirements for information delivery.
Recreation Services audit	Vancouver Board of Parks and Recreation	In progress	The citywide Recreation Services audit was conducted in 2023 and focused on pools, rinks, fitness centres and field sports. A staff survey was part of the audit, which included questions about team members' understanding of the importance of serving systemically marginalized communities, and their understanding and comfort levels around equity issues. This information is helping Recreation Leadership to provide training and support to ensure frontline team members are better equipped to support the public in accessing programs and services and the design of those programs/services.
Social indicators and trends	Arts, Culture and Community Services	Ongoing	The City continues to work to access disaggregated population-level datasets from providers such as Statistics Canada, and other public agencies and researchers, in order to understand inequities and engage communities in using data to make change.

Urban Indigenous Data Governance	Arts, Culture and Community Services	Ongoing	With support from the Partnership for Healthy Cities and PlanH, the City is working with the Metro Vancouver Aboriginal Executive Council (MVAEC) and member organizations to identify data and research priorities and expectations around community governance and ongoing engagement with Urban Indigenous communities. The City completed work with MVAEC in 2023-2024 to identify priority Urban Indigenous indicators and a prototype for a governance model. Implementation will be incorporated into the Healthy City Strategy and may serve as a prototype for creating data reference groups and touchpoints with other equity-denied communities.
Equity and Decolonization of Data Community of Practice	Equity Office; Arts, Culture and Community Services	Ongoing	In 2023, the Community of Practice held three quarterly meetings and 34 drop-in sessions. Through these sessions, team members learned about and consulted/engaged on various projects and areas of work with equity implications, including the Honoraria Policy, MMIWG2S response, Cultural Redress for South Asian Canadian communities and the UNDRIP Strategy. The group continues to engage in discussions about how to advance data equity and embed its guiding principles in a more strategic and ongoing way.

Category 9: Communications

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Training: Plain language and web accessibility	Civic Engagement and Communications	Completed	CEC team members received training in plain language and web accessibility as part of a department-wide focus on accessibility, in alignment with the City's Accessibility Strategy.
Making the City's website and communications accessible	Civic Engagement and Communications; Technology Services	Completed	CEC revised standardized communications templates and practices to factor in accessibility considerations (e.g. alternative text for any visual social/digital content, plain language for information bulletins). There have also been significant improvements in plain language content for general audiences (e.g. Shape Your City, City of Vancouver website). The Digital Channels team in Technology Services has worked to make the City of Vancouver's website accessible, using the Worldwide Web Consortium (W3C) Web Content accessibility Guidelines. This team sets the Content Style Guidelines for all digital content on the Vancouver.ca website.

Crew Talks Initiative – Sewers Operations Pilot	Engineering Services	Completed	Engineering implemented a monthly interactive safety and staff engagement session for each of the 20+ Sewers Operations crews. Six rounds of monthly sessions have been held since early 2023, impacting 250+ team members in each round. This has generated unprecedented levels of engaged among outside sewer workers and their leadership.
Equity, diversity, inclusion and reconciliation communications	Engineering Services; Planning, Urban Design and Sustainability; Real Estate, Environment and Facilities Management	Completed	<p>Engineering developed a high-level communications strategy for equity, diversity and inclusion communications, maintaining ongoing communications to office and operations staff via an all-staff newsletter and video.</p> <p>The Reconciliation and Culture Change team in PDS circulates communications, internally and externally, on community initiatives, training opportunities and general reconciliation and culture change matters.</p> <p>REFM maintains a Sharepoint site for its departmental Culture Action Plan and team actions, which are focused on the City's JEDI and Reconciliation priorities. A quarterly newsletter to team members also shares relevant updates, including information about REFM initiatives and opportunities for staff training.</p>
Equity and inclusion events calendar	Vancouver Fire and Rescue Services	Completed	VFRS worked collaboratively with all Employee Resource Groups to develop an equity and inclusion events calendar. The calendar highlights all of the significant dates that ERGs have identified as important to acknowledge.
Closed captioning pilot	City Clerks Office	In progress	City Clerks launched a pilot in the Fall of 2023 that involved providing English closed captioning at some City Council meetings. The goal is to make this available at all future Council meetings. Automated, AI-assisted captioning software is currently in review, including training the software and undergoing accuracy testing.
Connecting with Off-Network Staff project	Civic Engagement and Communications; Business Planning and Project Support; Engineering Services; Equity Office; Human Resources; Technology Services	In progress	Two of three phases of the Connecting with Off-Network Staff project have been completed. Team members not connected to the City network were engaged with via paper surveys, in-person focus groups and conversations with supervisors. A number of process improvement changes have been made including: providing an option for operational/frontline team members to opt-in to receiving all-staff messages via personal email, updating the email format to highlight key takeaways and enable printing and posting, and new and improved access to Wi-Fi at some operational worksites. In the next phase of the project, Microsoft 365 will become available to all City employees, which will allow team members to access City email and Currents intranet using personal devices.

Translation and interpretation toolkit	Planning, Urban Design and Sustainability	In progress	Work is underway on the creation of a PDS toolkit on best practices for the translation of documents and in-person interpretation engagements for non-English speaking communities.
Observances and cultural days of significance	Civic Engagement and Communications; External Relations and Protocol	Ongoing	CEC and Protocol are working closely together to recognize and amplify days of significance to communities across Vancouver. The City has increased the number of observances and increased communication about days of observance internally to team members.
Engaging audiences facing barriers to accessing City communications	Civic Engagement and Communications; Office of the Chief Safety Officer; Planning, Urban Design and Sustainability; Vancouver Fire and Rescue Services	Ongoing	<p>CEC works with City departments and project teams on the creation of materials, such as posters and letters/postcards, and outreaching to stakeholders, including community groups. In the last year, CEC helped develop plain language and easily readable posters and flyers related to by-law compliance and fire safety to better reach residents living in the Downtown Eastside. CEC also advises project teams to provide a range of public engagement options, in consideration of technological barriers and cultural differences (e.g. translated paper copies of surveys), depending on the project context.</p> <p>The Vancouver Emergency Management Agency in the Office of the Chief Safety Officer is making continual and iterative updates to public education materials and emergency alerting mechanisms. Mediums for public messaging and communication have been expanded to be inclusive of a variety of communications users (e.g. use of radio ads).</p> <p>PDS implemented accessibility best practices in the Broadway Public Realm and Streetscape Plan by making the online survey available by telephone via 3-1-1 and creating additional formats of project materials and engagement summaries for enhanced digital accessibility (e.g. screen reader standards, high contrast, large font).</p> <p>VFRS hired two public educators and one Captain of public education, to make community learning more accessible and help people be more proactive in the event of an emergency. They built clear information points and perspectives for sharing on VFRS' social media platforms.</p>
Addressing socially charged issues and events	Equity Office	Ongoing	In 2023, the Equity Office hosted an advanced, interactive learning session for team members on philosophical dilemmas pertaining to internal JEDI work at the City. They also facilitated a response and commitment to actions by City Leadership in response to concerns about transphobic language published in the 2022 Voter's Guide and City website. The Equity Office also invited City Leadership to a conversation about harm caused by a citywide email and potential steps for repair.

Category 10: Learning and Development

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Departmental Training: Arts, Culture and Community Services	Arts, Culture and Community Services	Completed	Learning initiatives such as "Towards something Different" were completed, which included working with team members to uncover what they need to thrive at work. Additional learning initiatives included Trauma-Informed Practice, which focused on taking a decolonial approach to setting the foundation for team members' work together.
Departmental Training: Civic Engagement and Communications	Civic Engagement and Communications	Completed	CEC team members completed training in plain language and web accessibility (see Category 9: Communications).
Departmental Training: Development, Buildings and Licensing	Development, Buildings and Licensing	Completed	All DBL team members were provided with the opportunity to partake in reconciliation training through the University of Alberta's Indigenous Canada course. Staff were guided to complete three modules.
Anti-Indigenous Racism and Cultural Safety Training	Human Resources	Completed	Ongoing training opportunities were provided to team members in 2023, such as the learning pathway in Reconciliation and Decolonization which includes courses such as Impacts of Residential Schools and Colonization, Indigenous Consultation and Engagement, and Cultural Competency: Indigenous and Urban Indigenous Peoples. Consultation Workshops with the Indigenous Relations team and the Musqueam, Squamish and Tsleil-Waututh Nations have begun for the development of new UNDRIP-related training and to align the City's existing training opportunities with UNDRIP recommendations.
Departmental Training: Legal Services	Legal Services	Completed	In 2023, all lawyers completed the Law Society of BC's mandatory Indigenous Intercultural Course which provides lawyers with knowledge on the history of Indigenous-Crown relations, the history and legacy of residential schools and how legislation regarding Indigenous peoples created the issues that reconciliation seeks to address. Lawyers were also encouraged to undertake additional JEDI-related training through City Learn as well as external providers such as the Canadian Bar Association and Continuing Legal Education Society of BC. In 2023, more than 50% of the department's support staff took some JEDI-related training through City Learn. For 2024, lawyers have again been encouraged to take JEDI-related training as part of or in addition to their mandatory Continuing Professional Development hours (minimum 12 hours per year). Support staff have also been advised that they must complete some JEDI training in 2024.

Departmental Training: Planning, Urban Design and Sustainability	Planning, Urban Design and Sustainability	Completed	The entire PDS department undertook JEDI 101 training in 2023, with facilitated conversations for integration and learning how to undertake work with an equity lens. This work was led by the PDS Equity Committee.
Departmental Training: Real Estate, Environment and Facilities Management	Real Estate, Environment and Facilities Management	Completed	<p>All REFM team members are required to complete a minimum of one course per year in JEDI Learning Pathway 1 (Reconciliation and Decolonization). To date, Environmental Services and Real Estate Services staff have completed all Pathway 1 Foundational courses and are proceeding with Applied courses. REFM team members are also encouraged to attend JEDI events and courses, include them in their performance plans and continue to increase their knowledge and awareness on equity topics. Several team members in Environmental Services have also completed training on responding to microaggressions. All team leads have completed training on Bullying and Harassment Prevention for Supervisors.</p> <p>Rick Hansen Foundation Accessibility Certification training was also coordinated and completed for nine Facilities Planning and Development staff, and two Development, Building and Licensing staff. The purpose of the training is to support early-stage project accessibility reviews and to enhance accessibility and inclusion for City of Vancouver-owned buildings.</p>
Departmental Training: Technology Services	Technology Services	Completed	All managers in Technology Services completed mandatory equity training (see Category 2: Leadership and Accountability). TS also organized an International Women's Day event to celebrate women in the department and promote allyship and mentorship for all genders.
System Wide Learning Session on Accessibility with Community Centre Associations	Vancouver Board of Parks and Recreation; Arts, Culture and Community Services	Completed	Recreation hosted an evening learning session on accessibility for Community Centre Association representatives (partners who jointly operate Community Centres), recreation supervisors and managers. This included learning on the Accessible BC Act, the City of Vancouver's Accessibility Strategy, Human Rights, Duty to Accommodate, Leisure Access Pass, Adapted Recreation, etc.
Departmental Training: Vancouver Fire and Rescue Services	Vancouver Fire and Rescue Services	Completed	The VFRS Leadership Team, Indigenous Employee Resource Group members and Local 18 Executive participated in sweat lodge ceremonies, with a goal of bringing awareness to participants on Indigenous culture and how it relates to the UNDRIP Strategy and reconciliation. VFRS has also incorporated JEDI training into its Officer Development Program, as well as JEDI training for all new hires (see Category 2: Leadership and Accountability).
Anti-Black Racism Training	Human Resources	In progress	A planning group for addressing anti-Black racism engaged with the Black Staff Employee Resource Group to identify learning priorities. The planning group is focusing first on leadership skills for creating a culture of care, for managers, supervisors and leaders of initiatives.

Departmental Training: Human Resources	Human Resources	In progress	HR created of a cross functional group within the department to support with the development of JEDI capabilities internally. In 2023, team members participated in workshops to identify needs and initiate conversations that support safety, trust and confidence in implementing JEDI principles. There is ongoing mandatory HR staff development through a variety of courses, relevant to sub-groups within HR: Introduction to Deep Democracy (2023), Disability Awareness (2024) and future planned workshops in Workplace Restoration (2024).
Disability Awareness Training	Human Resources	In progress	Disability awareness training was created and made available to all team members in 2023. HR is also working in partnership with the Development Disabilities Association to create an e-course with a focus on people with developmental disabilities.
Respect in the Workplace Policy Training	Human Resources	In progress	Phase 1 of Respect in the Workplace training was launched in December 2023 through an online module, to drive awareness of the updates to the policy and its key concepts. Partnership with consultants to bring in-person, discussion-based training for off-network team members commenced in June 2024 to focus on role-relevant learning. Training will continue in 2024 with the goal of rolling out training to all employees by the end of the year.
Departmental Training: Office of the Chief Safety Officer	Office of the Chief Safety Officer	In progress	<p>City Protective Services (CPS) and Workplace Safety staff are in the process of completing Mental Health First Aid (MHFA) Standard course with the intent to have the team 100% trained by the end of 2024. In addition, the CPS contractor who services the City of Vancouver provides the training to their team, including: online Mental Health Awareness course through the Learning Management System, including defining mental illness and understanding security's role in interacting and dealing with persons with mental illness, and Management of Aggressive Behaviour training which includes in-person instruction and online courses on de-escalation tactics, crisis management, conflict resolution and communication techniques.</p> <p>Additionally, Vancouver Emergency Management Agency has incorporated psychological safety and disability justice into its volunteer programs.</p>
Cultural celebrations and learning	City Clerks Office	Ongoing	In 2023, the External Relations and Protocol team hosted 30 events related to official celebrations and observances, with a special focus on team members' participation in in-person events. These included: Nowruz, staff participation in the Pride Parade, workshop for team members on the International Day of Persons with Disabilities in partnership with Arts, Culture and Community Services, and support and promotion of the National Indigenous Peoples Day block party aimed at staff engagement and participation. Alongside these in-person activities, internal communications were prioritized, to ensure team members were informed about significant recognitions including Eid-al-Fitr, Komagata Maru Remembrance Day, Lunar New Year, Black History Month, Ramadan and more.

Departmental Training: Engineering	Engineering Services	Ongoing	Engineering continued the rollout of its bespoke allyship and inclusion training, custom-designed to suit the department's context and needs of operational staff. The training focuses on creating an inclusive team and fostering psychological safety. The training has expanded into three levels: foundational, applied and extended, and will continue until the end of 2025. Over 700 staff and four branches registered for training by mid-2024, including over 650 operations staff.
Experiential learning events	Equity Office	Ongoing	The Equity Office hosts experiential, immersive learning events for all team members, in connection with significant recognitions. In the past year, staff had the opportunity to participate in events and guided tours for the National Day for Truth and Reconciliation, Black History Month and Asian Heritage Month, including: "Reconciliation through Storytelling" with Chief Dr. Robert Joseph, ʔəŋ̓ i ce:p xʷiwəl Come Toward the Fire Festival and Ebony Roots Concert, as well as educational tours of Denyse Thomasos' "just beyond" art exhibit, Chinese society heritage buildings, the Komagata Maru Museum and the Punjabi Market neighbourhood.
Departmental Training: Vancouver Board of Parks and Recreation	Vancouver Board of Parks and Recreation	Ongoing	For 2024, the Recreation team has required all team members, through the performance planning process, to choose a learning item on the JEDI Learning Pathways.
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 and non-colonial viewpoints have assisted team members in challenging views and shifting practices from the dominant Eurocentric normality associated with bureaucracy to more Indigenous centric realities.

Category 11: Connecting JEDI and Sustainability

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Climate Justice Field School	Planning, Urban Design and Sustainability	Completed	Running from May to November in 2023, the Climate Justice Field School was a 25-person collective made up of City team members and community members who built longer-term relationships and shared approaches to implementation of the Equity Framework via the Climate Justice Charter. The Solutions Lab hosted the Climate Justice Field School along with a design team from Emily Carr University of Art and Design.
Evaluation process of the Climate Equity Working Group	Planning, Urban Design and Sustainability	Completed	Team members completed an end-of-term evaluation process which examined the structure and outcomes of the Climate Equity Working Group from May 2021 to November 2022. Outputs of the evaluation included a summary of key lessons learned and other insights. These outputs will inform future climate action (mitigation and adaptation) collaborations with community to better integrate principles of equity.
Implementation of Equity Framework through climate mitigation and adaptation action	Planning, Urban Design and Sustainability; Equity Office	Completed	The Equity Office and Sustainability Group worked together to implement the Equity Framework through climate mitigation and adaptation work, e.g. creating and using tools such as the Climate Justice Charter and JustAdapt Framework, and increasing team capacity for integrating equity into sustainability work through training and hiring an Equity and Reconciliation Planner (see Category 3: Structure and Implementation). Two notable projects include collaborating with the Climate Emergency Action Plan team on a “Equity gap-shrinking measures” report and with the Climate Change Adaptation Strategy 2024-2025 Action Plan on an action evaluation matrix. Other tools and tactics of note include: identifying project intervention points, developing equity analysis methods, trialing an equity impacts section in Council reports and building new work structures.
Healthy City Strategy refresh	Arts, Culture and Community Services	In progress	In 2024, the City is working to refresh the Healthy City Strategy as Vancouver’s overall social sustainability plan and recommitting to long-term goals to address inequities in the determinants of health. This will enable alignment, coordination, collaboration and partnership for systemic change towards more equitable outcomes.
Applying an Equity Lens to Commercial Building Interest Holders	Planning, Urban Design and Sustainability	In progress	In collaboration with CityStudio, the City is working to identify ‘equity priority’ buildings impacted by proposed building retrofits/decarbonization policy. This includes engaging with the commercial building space to understand implications, challenges, opportunities and potential support for equity priority buildings.

Climate Plans refresh	Planning, Urban Design and Sustainability	In progress	The Climate Emergency Action Plan and Climate Change Adaptation Strategy are being updated in tandem, with actions for 2026-2030. A priority for this project is to embed equity through the project process, engagement and outputs. Some adaptation-led supporting projects will also have equity elements such as the Cost of Doing Nothing Study with ICLEI Local Governments for Sustainability which is quantifying the costs/benefits of adaptation planning/spending, including on communities, as well as the health impacts assessment of climate action.
Human Health and Ecological Comparative Risk Evaluation Framework for Healthy Waters Plan	Real Estate, Environment and Facilities Management; Engineering Services; Finance, Risk and Supply Chain Management; Business Planning and Project Support Office	In progress	Engineering is embarking on the development of a Healthy Waters Plan to provide a long-range plan for the City's sewage and rainwater management. To support this work, Environmental Services, working closely with Vancouver Coastal Health, is leading the development of a Comparative Risk Evaluation Framework tool. The tool will help guide decision-making by providing information on the relative human health and ecological risk reductions and benefits gained from alternative investment scenarios. The City is engaging the Musqueam, Squamish and Tsleil-Waututh Nations to identify areas of priority for Indigenous communities to be explicitly considered in the decision-making tool.
Natural Environment Inventory and Network Project	Real Estate, Environment and Facilities Management; Engineering Services; Finance, Risk and Supply Chain Management; Planning, Urban Design and Sustainability; Vancouver Board of Parks and Recreation	In progress	The project consists of developing a natural environmental inventory of the City's existing terrestrial and foreshore ecosystems and habitat corridors, and a future ecological network that connects, protects and restores natural areas across the city. It will contribute to the completion of the City's Ecological Vision under the Vancouver Plan and future official development plan. This information will serve multiple purposes, including informing land use planning and development decisions, prioritizing areas of ecological importance for conservation strategies and identifying opportunities for restoration and ecological connectivity initiatives. Restoration opportunities are expected to be particularly important for equity-denied neighbourhoods in the city where canopy cover and access to nature is limited. The project is endeavouring to embed Indigenous ways of knowing by embracing a Two-Eyed Seeing approach.
Climate Justice Charter Stewardship	Planning, Urban Design and Sustainability	Ongoing	Developed 4 offers for the year: 1) equity learning journey, 2) peer to peer drop-in practice sessions, 3) equity mini-labs to tackle more complex projects and 4) documenting and sharing the learnings at a wider scale.
Equity Asset Map	Planning, Urban Design and Sustainability	Ongoing	PDS is developing an equity asset map to create a resource list/guide on available supports, tools, offerings and resources related to equity.

<p>Evaluation Framework for equity and justice in climate action</p>	<p>Planning, Urban Design and Sustainability</p>	<p>Ongoing</p>	<p>This Sustainability Scholar project will continue work developed by a scholar in 2023 to test and revise an evaluation framework for climate equity and justice. It will test and iterate the previously developed framework across different kinds of projects with different teams working at the intersection of climate and equity.</p>
<p>Extreme heat in existing multifamily buildings</p>	<p>Planning, Urban Design and Sustainability; Equity Office</p>	<p>Ongoing</p>	<p>PDS is scoping, resourcing and determining legal, technical and economic feasibility for reducing indoor temperatures in existing multifamily buildings. This focuses on reducing mortality and heat-related illness, with attention to communities disproportionately impacted by extreme heat.</p>

EXTERNAL GROUP

Category 12: Partnership and Grants

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
UNDRIP and Relationship Protocols			
UNDRIP Strategy and Action Plan	Indigenous Relations; involves all departments	In progress	The UNDRIP Strategy is complete. The draft Action Plan is in review and scheduled to be presented to City Council on June 25, 2024. It has been adopted by Musqueam, Squamish and Tsleil-Waututh Councils. Implementation will begin on adoption. Work is currently underway drafting “charters” to guide the implementation of deliverables under each of the 18 Action Groups.
xʷməθkʷəy̓əm (Musqueam) Relationship Protocol	Indigenous Relations	In progress	The Indigenous Relations team is working on a draft Relationship Protocol with Musqueam Indian Band. This work is currently delayed due to capacity constraints at Musqueam Indian Band.
Wa l̓y̓ im ta Skwxwú7mesh (Squamish) Relationship Protocol – Signed	Indigenous Relations	Completed	A Relationship Protocol was signed that provides the foundation for the City of Vancouver and Squamish Nation’s working relationship.
səlilwətał (Tsleil-Waututh) Relationship Protocol	Indigenous Relations	In progress	The Indigenous Relations team is currently working collaboratively on a draft Relationship Protocol with Tsleil-Waututh Nation.
UNDRIP engagement with Urban Indigenous community	Indigenous Relations	Completed	The Indigenous Relations team hosted five engagements with Urban Indigenous peoples between November 2023 and February 2024. A Final Summit was also hosted in April 2024 and included reporting back and validating information gathered from engagement sessions. The UNDRIP Action Plan directs staff to develop an Indigenous Engagement Framework and begin work to engage urban Indigenous community members through various formal, informal, flexible and accessible mechanisms.
Partnerships			
Platforms: Nine Places for Seeing	Arts, Culture and Community Services	Completed	Nine Places for Seeing is the first Platforms program dedicated exclusively to the work of Indigenous artists and was developed in collaboration with advisors from the three local Nations. The program showcases nine Indigenous artists nominated by Indigenous artists and culture work.
Robson Square Residential School Memorial	Arts, Culture and Community Services	Completed	Team members worked with cultural staff from the Musqueam, Squamish and Tsleil-Waututh Nations, the artist and urban Indigenous members to bring the temporary Residential School Memorial to a close in a good way following cultural protocol.

Heather and Jericho Lands Policy Statements and Rezoning Applications	Planning, Urban Design and Sustainability	Completed	The policy statement was approved in January 2024, which establishes planning principles and policies that will guide future rezonings and redevelopment of the site for the next 25 to 30 years. Included in the final site concept are Musqueam, Squamish and Tsleil-Waututh Cultural Site Planning Elements that convey values, ways of being and stories that will guide the planning for the site.
Cultural Equity Leadership Program – Radical Empathy For Leaders: Equity Connection and Time (REFLECT)	Arts, Culture and Community Services	In progress	The REFLECT program offers individuals who are community-focused cultural leaders a funded opportunity for a cohort-based learning experience to support, develop and enhance their leadership in the cultural sector. In partnership with two community non-profit organizations, nine leaders are participating in this peer-based learning experience which continues into 2024.
Equity in mental health and substance use	Arts, Culture and Community Services	In progress	ACCS worked to integrate equity and safety considerations into Vancouver Coastal Health/Vancouver Police Department's Car 87/88 (mental health response) services and worked with them to create a program to assess how their \$8M grant could be best used. The team advocated for Indigenous perspectives to be embedded in all functions, rather than relying on one team. In addition, ACCS has supported overdose prevention sites by addressing issues that emerge in the public realm.
South Asian Cultural Redress and Apology and Secondary Street Naming	Arts, Culture and Community Services	In progress	<p>As one of the priority action items from the City's ongoing work on the Historic Discrimination Against People of South Asian Canadian Descent, Council voted to give the primary street Canada Place the secondary, honorary name <i>Komagata Maru Place</i>. The new street name and signage were unveiled at a ceremony on February 9, 2024, with community members from the South Asian Canadian community in attendance, including descendants of passengers of the Komagata Maru (Guru Nanak Jahaz) ship. The artworks for the new signage were created by Jagandeep (Jag) Kaur Nagra, a queer, Punjabi visual artist.</p> <p>Additionally, a webpage on the City's website was created which provides more information and resources to the public about the Komagata Maru incident history, the City's redress efforts and work on the Historic Discrimination Against People of South Asian Canadian Descent, and the Komagata Maru Place street sign artwork.</p>
Working with Community Partners on Emergency Response	Office of the Chief Safety Officer	In progress	Vancouver Emergency Management Agency (VEMA) continues to work with community partners to increase resilience to extreme heat. This is done through providing small grants to community partners through the Resilient Neighbourhood Program, with grants focused on supporting populations disproportionately impacted. VEMA is also working on updating web-based information and tools to increase clarity and simplify the distribution of extreme heat response resources, such as locations and hours of cooling centres.

Updating the City's approach to emergency preparedness and hazard risk public education	Office of the Chief Safety Officer	In progress	Vancouver Emergency Management Agency is creating an Emergency Preparedness and Hazard Risk Public Education Strategy, with a focus on incorporating themes from the Equity Framework, including language access and focusing on reaching equity-denied populations. The strategy will leverage some community partnerships through the Resilient Neighborhood Program.
Vancouver Heritage Register Truth Telling statement update	Planning, Urban Design and Sustainability	In progress	This update acknowledges Indigenous culture and the truth of dispossession on City landscape by including a statement in the Vancouver Heritage Register.
Tech support for Trutch street rename to ʂxʷməθkʷəy̓ əmasəm St	Technology Services	In progress	Technology Services assessed the City's internal information systems' compatibility with the hən̓q̓əmi̓n̓ əm̓ and Sḵw̓x̓wú7mesh languages, finding that most systems' interfaces and databases required significant modifications to support non-English (ASCII) characters. The project team implemented a pilot solution for external-facing report(s) from the City's Property Tax software, updated the City's RFP Architecture constraints to include the support of Language Access Policy and supported consultation with Canada Post regarding their technical requirements and constraints around address display, scanning and formatting.
Public Partners Anti-Racism Working Group (previously known as Multi-Agency Partnership)	Arts, Culture and Community Services	Ongoing	The working group experienced some membership changes in 2023, and is currently reimagining its terms of reference, along with onboarding new members. Established in 2020, the working group was formed with the goal of coordinating anti-racism responses with the public.
Musqueam, Squamish and Tsleil-Waututh staff-to-staff Summits	Planning, Urban Design and Sustainability	Ongoing	Liaising with Musqueam, Squamish and Tsleil-Waututh (MST) staff to better align city initiatives with local Nations' goals and priorities. This project is building staff-to-staff relationships with MST to ensure departmental projects reflect and respond to MST staff and community concerns.
Relationship building with Musqueam, Squamish and Tsleil-Waututh	Planning, Urban Design and Sustainability	Ongoing	Continued partnership and relationship building with Musqueam, Squamish and Tsleil-Waututh by facilitating capacity funding agreements, triaging referral packages for PDS projects and ongoing organization of staff-to-staff summits.
Youth Firefighter Program	Vancouver Fire and Rescue Services	Ongoing	VFRS is the early stages of discussions to develop a Youth Firefighting Program. This would be a hands-on program giving youth a close-up look at the profession of firefighting, including participating in training exercises and experiencing the community and camaraderie of firefighting.

Grants			
Multi Year Funding Grants – Cohort 1	Arts, Culture and Community Services	Completed	The focus of the first multi-year (three-year) grants to non-profit organizations focused on Indigenous-led/serving organizations, Accessibility/Disability organizations and Gender and Sex Worker Safety.
Equity and access in granting processes	Arts, Culture and Community Services	In progress	ACCS is continuing to assess and adjust the granting process to reflect more equitable and accessible considerations, from application to adjudication and rewarding grants. For example, in the adjudication process, ACCS has ensured that there is over 50% representation of priority groups on grant adjudication committees. For the Indigenous Healing and Wellness Grants, community members were incorporated into adjudication and decision-making processes.
Granting strategy with United Way	Arts, Culture and Community Services	In progress	ACCS is working with United Way of BC on a granting strategy and reviews for food-system non-profit organizations operating in Vancouver. The aim is to prioritize Urban Indigenous groups/communities and similarly aligned efforts.
Indigenous language revitalization	Arts, Culture and Community Services	In progress	This work involves providing funding towards Skwxwú7mesh and həñ q əmiñ əm̓ . One-time grants were provided to each local Nation in late 2023 to support Indigenous language revitalization (\$25,000 each).
Priorities for Medium-Small Capital Grants	Arts, Culture and Community Services	In progress	Prioritization of Accessibility project applications as per Spaces to Thrive and Accessibility Strategy.
Targeted Granting Programs	Arts, Culture and Community Services	In progress	<p><i>Accessibility Inclusion in Small Capital Grants</i> – ACCS' Capital Grants Program and Social Policy Childcare Small Capital Grants Program prioritize accessibility upgrade projects that create or enhance accessible spaces and services. To make funding available and accessible to the community to address their needs as issues arise, the two Social Policy Small Capital Grants programs are open throughout the year (rolling intake) and non-profit organizations can apply any time.</p> <p><i>Cultural Equity Grants</i> – \$316,000 was awarded to 13 equity-serving groups in late 2024 to support operations and creative programming. This is ongoing funding and is approved each year.</p> <p><i>Cultural Indigenous Grants</i> – \$280,000 was awarded to eight Indigenous-led groups and local First Nations bands in late 2023 to support self-determined creative projects. This is ongoing funding and is approved each year.</p> <p><i>Infrastructure Grants: Chinatown Focus</i> – Provided \$750,000 (2023) and \$250,000 (2024) in Chinatown Cultural Infrastructure Grants.</p>

			<p><i>Social Innovation Projects Grants</i> – Completed one round of grants in the Social Innovation Projects Stream (in three-year process), focused on supporting recommendations for community funding as laid out in the Anti-Black Racism Interim report.</p> <p><i>Theatre Rental Grant (TRG) Program and Vancouver Civic Theaters (VCT) Activation Spaces Program</i> – The 2023/2024 Theatre Rental Grant Seasons provided an in-kind TRG totalling \$53,865 to the 2023 Vancouver Indigenous Fashion Week at VCT, as produced by All My Relations Indigenous Society to access the Queen Elizabeth Theatre in November 2023. This grant was designated to support Indigenous producers, creators, designers, runway models and musicians, celebrating the history and values of Indigenous communities through fashion design, immersive art installations, workshops and mentorships.</p>
Housing and Homelessness Services Grants	Arts, Culture and Community Services	Ongoing	ACCS provides Homelessness Services Grants, Renter Services Grants, Supportive Housing Grants, SRO Upgrading Grants and Chinatown Partnership Grants to support non-profit organizations who provide supports and services to equity-denied communities, including people experiencing and at-risk of homelessness. Examples of funded projects include: funding for legal services and other supports to renters at risk of losing housing, heat response to support SRO tenants in privately owned buildings during period of extreme heat, fire safety pilot in privately owned SROs and building awareness and engaging residents in solutions to homelessness.
Indigenous Healing and Wellness Grants Expansion	Arts, Culture and Community Services	Ongoing	ACCS expanded the Indigenous Health and Wellness Grant program by adding five new grantees. This represents a 100% increase over previous years' awards.
Chinese Society Legacy Program (CSLP) Grants	Planning, Urban Design and Sustainability	Ongoing	PDS administers Chinese Society Legacy Program Grants to heritage society buildings to provide capital funding for capacity and structural rehabilitation. In 2023, 10 grants were allocated.
Downtown Eastside Capital Grant Program	Planning, Urban Design and Sustainability	Ongoing	PDS administers a Downtown Eastside (DTES) matching capital grant program to support small social infrastructure improvement projects that further the implementation of the DTES Plan. In 2023, 24 grants were allocated.
Downtown Eastside Special Enterprise Program	Planning, Urban Design and Sustainability	Ongoing	PDS administers a Downtown Eastside (DTES) special enterprise grant program to support heritage and community-serving businesses, cultural organizations, non-profit organizations and social enterprises in the DTES. In 2023, one grant was allocated as part of a five-year pilot program.

Category 13: Service Provision

Note: This GDEIB category was not assessed in 2021 as it pertains to hundreds of different lines of service provision and requires a decentralized evaluation approach. Many departments have already started to shift their practices in the direction of equity in this area; a summary of that work is reflected below.

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Artist Space: 825 Pacific	Arts, Culture and Community Services	Completed	825 Pacific is a 21,000 square foot Cultural Hub with 30 artist studios, program spaces and co-working space, opened in May 2024. The building is owned by the City and operated by non-profit organization 221A. Priority is given to tenants from communities that are historically excluded from access to cultural spaces, including the Musqueam, Squamish and Tsleil-Waututh Nations and Urban Indigenous peoples.
Balmoral Hotel Community Healing event	Arts, Culture and Community Services	Completed	Prior to the demolition of the Balmoral Hotel, the City supported a community healing ceremony in response to needs of Indigenous community groups. Led by Indigenous community members, and grounded in the cultural protocols of the local Nations, the ceremony was held in August 2023, honouring the history of trauma and loss at the Balmoral Hotel, and the memories of the people who lived and passed away there.
Tenant Selection Policy/Procedures – Non-Market Housing Operations	Arts, Culture and Community Services	Completed	The City implemented a scoring matrix for tenant selection processes that prioritizes applicants who are equity-denied, including Indigenous, Black and People of Colour, women fleeing abuse, Trans, Gender Diverse and Two-Spirit people, etc.
Building permit fee reduction for affordable housing	Development, Buildings and Licensing	Completed	On 13 September 2023 Council approved "...amendments to the Building By-law [...] that establish a 20% reduction in building permit fees for certain social housing projects, to take effect on January 1, 2024." Projects facilitated through DBL's affordable housing permitting program seek to promote faster construction of social housing through a dedicated project facilitation team and streamlined development process. The social housing building permit fee discount is intended to support the efficient delivery of social housing projects, by reducing fees where they can be most effective.
Expansion of Arts Events License Program	Development, Buildings and Licensing; Arts, Culture and Community Services; Vancouver Fire and Rescue Services	Completed	Team members expanded the existing Arts Event License program, doubling the number of available events per month in any space and increasing the capacity allowed in these spaces. The Arts Event licences are heavily used by the 2SLGBTQ+ community. This program allows the use of non-traditional spaces which are more affordable and suitable, particularly for smaller, pop-up events that feature more innovative work.
Honoraria Policy	Finance, Risk and Supply Chain Management; Indigenous Relations; Equity Office; Arts, Culture and Community Services	Completed	Finance, with support from ACCS, Indigenous Relations, the Equity Office and a citywide working group, designed an organizational Honoraria Policy and Process to support the unique requirements of Indigenous and equity access-denied groups. The Policy and Process have been approved and are being rolled out across the organization.

Implementing accessibility best practices	Planning, Urban Design and Sustainability	Completed	PDS sought feedback from the Persons with Disabilities Advisory Committee (Transportation Subcommittee) and the Older Persons and Elders Advisory Committee (Communications Subcommittee) on public realm barriers and accessibility needs in the Broadway Plan area. The team included a demographic question in the Phase 1 survey for people to identify having a disability and/or caring for someone with a disability to better understand the diversity of survey respondents and to cross-tabulate survey responses.
Secured Rental Housing Policy (SRP) Implementation	Planning, Urban Design and Sustainability	Completed	2,500+ rental units were approved under the Secured Rental Housing Policy (SRP) in 2023, with 160 units off arterial streets. Approximately 75% of units approved in 2023 are within 400m (~5min walk) of parks and 100% of units are within a 10min walk. 92 units are secured as below-market rental housing. Over 52,000 square feet of net new commercial space was approved under the SRP in Vancouver Plan Neighbourhood Centres and Villages, contributing to complete communities.
Indigenous Themed Wrap on Engine 2	Vancouver Fire and Rescue Services	Completed	VFRS' Fleet Team collaborated with the VFRS Indigenous ERG, Local 18 and artist Noel Brown to create an impactful design incorporating the elements of a Bear (strength, wisdom and courage), Eagle (watching over and taking to the Creator) and Salmon (always there, always returns and feeds our people). Engine 2 is one of the busiest fire trucks, stationed at Firehall 2 in the Downtown Eastside. The VFRS Indigenous ERG hopes that this themed wrap is received as being for the people of the Downtown Eastside.
Addressing gender-based violence in Granville Entertainment District	Arts, Culture and Community Services	In progress	ACCS engaged with community partners and identified gaps and recommendations to address gender-based violence in the Granville Entertainment District.
Community Economic Development – Downtown Eastside Community Corner (Markets)	Arts, Culture and Community Services	In progress	The Community Economic Development team is working to increase opportunities for Indigenous women and youth for informal income generation.
Community Economic Development Hub	Arts, Culture and Community Services	In progress	The Community Economic Development team is working with consultants to create a functional program and accessible design that serves the Downtown Eastside community.
Cultural Food Assets	Arts, Culture and Community Services	In progress	In response to a Council Motion, ACCS is initiating engagement to inform recommendations on policy changes for protecting and promoting cultural food assets and identifying opportunities to support and remove barriers for ethnocultural businesses, existing and new. This work applies an equity lens to existing land use and planning programs.

Cultural Programming – Non-Market Housing Operations	Arts, Culture and Community Services	In progress	ACCS has started initial engagement with community partners and Elders on the provision of programming, services and resources for residents of the City's non-market housing residents who are Indigenous, Black and People of Colour. The City is exploring the potential of expanding programming to neighbourhood based hubs within residences with this level of transferability (i.e. space and location).
Elder-led smudging in non-market housing	Arts, Culture and Community Services; Indigenous Relations	In progress	ACCS, in consultation with Indigenous Relations, engaged the Musqueam, Squamish and Tsleil-Waututh Nations to support Elder-led smudging events within City-owned non-market housing residences. Smudging residences with trauma histories supports Indigenous spirituality and healing practices.
Firehall Theatre Redesign	Arts, Culture and Community Services	In progress	Universal design and accessibility have been integrated into the renewal of the Firehall Theatre in the Downtown Eastside. Team members are in the process of seeking funding allocation and approval.
Public Art Policy Review	Arts, Culture and Community Services	In progress	A policy review is underway to create more equitable policies around donations and deaccessioning of monuments and art.
Regional Food Hub Development	Arts, Culture and Community Services	In progress	ACCS is working to secure funding and space for community organisations such as Watari, DTES Food Sovereignty Hub and South Vancouver Neighbourhood House Food Hub in an effort to address systemic inequalities to food access.
TGD2S Housing Roundtable	Arts, Culture and Community Services	In progress	ACCS completed the procurement process for facilitation services for roundtable and working groups that are looking at the ongoing housing needs of Trans, Gender Diverse and Two-Spirit people.
Queen Elizabeth Theatre and Vancouver Playhouse Art	Arts, Culture and Community Services	In progress	Vancouver Civic Theatres is working with the Public Art team to have the Queen Elizabeth Theatre and Vancouver Playhouse wrapped with two Indigenous artists' work in Summer 2024.
The Last Call Project	Arts, Culture and Community Services; Civic Engagement and Communications; Equity Office	In progress	ACCS launched a pilot project with Good Night Out Vancouver to address sexual violence and harassment in the hospitality sector. Provided three businesses with anti-violence training, supported developing a harassment policy and supported access to the HR reporting app #NotMe. Expanded #NotMe app use to the public to share nightlife experiences.
Tiny Shelter Pilot Project	Arts, Culture and Community Services; Real Estate, Environment and Facilities Management	In progress	A two-year pilot to provide an opportunity for people not accessing traditional congregate shelters to move inside (the space welcomes couples, family, kin and is accessibly designed).

By-law Equity Review	Equity Office; Business Planning and Project Support Office	In progress	Following a Council Motion, team members have created an inventory of by-laws that require further work and potential amendments to align with the Equity Framework. The Equity Office is also scoping out potential equity analysis tools to support teams in integrating equity in conceiving future by-laws.
Vacancy tax by-law review	Finance, Risk and Supply Chain Management	In progress	As part of the work on the Accessibility Strategy, FRS is reviewing vacancy tax by-laws/administration to assess impact on developmental disabilities considerations.
Accessibility Guidelines for Electric Vehicle Charging	Planning, Urban Design and Sustainability	In progress	Team members completed a testing event with community partners to test various elements of parking stall design and EV charger usage. Building on the learnings, team members are working with BC Hydro and other Metro Van municipalities to develop accessibility guidelines for the implementation of EV charging, which will help improve accessibility and usability of EV charging cords and stations.
Prezoning Social Housing	Planning, Urban Design and Sustainability	In progress	A project to implement Housing Vancouver and Vancouver Plan's equitable housing objectives, enabling new social housing projects to be built without a rezoning in all neighbourhoods. This reduces cost/risk to projects and prioritizes and grows the supply of most deeply affordable housing for those who are most in need.
Seniors Housing Strategy	Planning, Urban Design and Sustainability	In progress	Work on the Seniors Housing Strategy is underway and is anticipated to be presented to Council for consideration in Summer 2024. The Strategy identifies housing needs of older adults, shares what the City heard through community engagements, makes connections to broader age-friendly work at the City and identifies policies, partnerships and advocacy actions to help meet the housing needs of older adults. This work will include a new rezoning policy for community care facilities, seniors supportive housing and seniors social housing, updated design guidelines and a new resident relocation policy with added protections for residents of redeveloping community care and seniors supportive or assisted housing.

Category 14: Public Engagement and Customer Service

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Language Access Policy	Civic Engagement and Communications	Completed	The Language Access Policy was approved in June 2023 and currently covers translation, but not interpretation. A RFT language access specialist position was filled in early 2023 to support implementation. Over the past year, CEC has led a number of sessions for City staff to learn about the Language Access Policy. New resources and templates have been created to help project teams with the implementation of the policy, such as a glossary of commonly used terms in ten additional languages and guidance on working with external translators and vendors. The language access specialist consults with department project teams that need support with translation and interpretation. CEC also has translation guidelines for social media and is actively expanding outreach to ethnocultural media outlets.
Zoning and Development By-law: Accessibility update	Planning, Urban Design and Sustainability	Completed	Consultants with experience in accessible by-law creation were procured to assist in developing a version of the City's Zoning and Development By-law that meets the Web Content Accessibility Guidelines. The City's Persons with Disabilities Advisory Committee's Accessible City Subcommittee provided advice and guidance throughout the course of the project and provided feedback on prototypes of the new by-law format. Project learnings were also shared with different teams within the Planning, Urban Design and Sustainability department. A report detailing the efforts that went into developing the enhanced features an accessible by-law document including best practices research and collaboration with local accessibility experts is available here .
Gender inclusive customer service	Technology Services	Completed	Technology Services, with guidance from the Equity Office, developed guidelines around the use of gender inclusive language for the 311 Contact Centre and ServiceDesk call agents.
Reviewing Public Engagement processes	Arts, Culture and Community Services; Civic Engagement and Communications	In progress	Based on the ACCS Employee Benchmark Survey Action Plan, work has been completed with the Public Engagement team to develop a safety planning checklist to support pre, during and post planning of engagements from a psychological safety perspective. Additionally, public community guidelines are under development to guide interactions during engagements and identify what bullying and harassment can look like. The documents have been drafted and are currently under revision to align with the City's updated Respect in the Workplace Policy.

Accessibility Public Feedback Mechanism	Arts, Culture and Community Services; Equity Office; Technology Services	In progress	The City completed Phase 1 of its accessibility public feedback mechanism in the Fall of 2023, using 3-1-1 as a temporary solution to receive feedback from the community about accessibility, in accordance with the Accessible Act BC. The public feedback mechanism allows members of the public to report barriers to City services that they experience and/or witness. Work on Phase 2 is now underway, which will include the development of a comprehensive, longer-term solution for receiving feedback, aimed at optimizing and efficiency and effectiveness of feedback that is received.
Shape Your City for Rezoning 2.0	Planning, Urban Design and Sustainability	In progress	Work is ongoing to streamline Shape Your City information to be more accessible in terms of language and timing.
Indigenous Concert Series	Vancouver Board of Parks and Recreation	In progress	In the Spring of 2023 and 2024, the Urban Park Activation team hosted an Indigenous Concert series at Grandview Park in partnership with Britannia Society.
Equity in project planning, public engagement, and communications	Real Estate, Environment and Facilities Management	Ongoing	REFM has incorporated equity considerations into its project planning, public engagement and communications processes. These include: involving representatives from local community organizations on a project review team, engaging with ethno-cultural chefs on kitchen requirements for a new civic facility and hosting an information session with interpreters of three commonly spoken languages in the neighbourhood.
Trans Swim	Vancouver Board of Parks and Recreation	Ongoing	The Trans Swim recently celebrated 10 years in operation, serving the Two-Spirit, Trans and Gender Diverse (2STGD) community. Team members have developed processes and procedures to ensure the program operates and is advertised in a manner that feels safe and inclusive for the 2STGD community. The Trans Swim continues to grow in popularity and hopefully can expand in the future.

Category 15: Responsible Procurement

Title of Project/Initiative	Departments Involved	Project Status	Description of Actions Completed
Accessible and equitable Request for Proposal (RFP) requirements	Technology Services	Completed	Accessibility and language access requirements were added for new technology RFPs, which are now part of the standard technical questionnaire sent to vendors. These align to the City's Design and Content Style Guides and enable support for the 10 languages listed in the Language Access Policy, including support for hən̓q̓əmin̓əm̓ and Skwxwú7mesh typeface capability.
Women's Legacy Project	Arts, Culture and Community Services; Finance, Risk and Supply Chain Management; Real Estate, Environment and Facilities Management; Legal Services	In progress	This project is decolonizing the procurement process and selection for functional plan with Indigenous architects and facilitators, led by Community Experts from the Women's Legacy Project Steering Committee. With direction from community experts, the City designed the request for proposal process to contract with an Indigenous legal firm.
Women's Legacy Project Procurement Framework	Finance, Risk and Supply Chain Management	In progress	Conducted an internal lessons-learned exercise and collected information to inform changes on processes. The Supply Chain Management team issued a request for information to shortlisted architectural firms for assessing the City's e-sourcing system and identifying systemic barriers in workflow.
Community Benefits Agreement Policy	Arts, Culture and Community Services	Ongoing	This ensures that large development projects hire more equitably, including social procurement requirements.
Community Operator Selection	Arts, Culture and Community Services	Ongoing	ACCS has also worked to integrate more equitable considerations into the selection process for new operators of City-owned community spaces.
Childcare Operators Selection	Arts, Culture and Community Services; Finance, Risk and Supply Chain Management; Real Estate, Environment and Facilities Management	Ongoing	This initiative involves reviewing the requirements of operators and identifying a number of considerations in who they serve and how they serve certain segments of population. In addition, the team is helping to increase culturally safe and accessible childcare (for differing levels of ability), depending on context and location with more weight on those serving equity-denied (e.g. Indigenous serving organisation) populations.
Equitable Procurement Community of Champions	Finance, Risk and Supply Chain Management	Ongoing	Building on the collaboration and success of the Guide for Procuring Consultants with Equity Expertise, the Procurement team created and hosts an Equitable Procurement Community of Champions. This group meets on a monthly basis and enables continued connection, conversation and momentum on making all procurements more equitable.

<p>Improving accessibility of procurement processes</p>	<p>Arts, Culture and Community Services; Finance, Risk and Supply Chain Management</p>	<p>Ongoing</p>	<p>ACCS and Supply Chain Management have been working to make procurement processes more accessible (e.g. accepting oral applications) and increasing the comprehensiveness of procurement (e.g. including non-profit operators, catering, consultants, suppliers). They have also worked with the Procurement team to move the bid process to a more flexible and accessible platform, increasing opportunities and lowering barriers for diverse non-profits to participate.</p> <p>The Procurement team also presented to the Accessibility Strategy Internal Working Group on the different ways that equity and accessibility can be enhanced in the procurement process. This has resulted in improvements in procurements across many departments.</p>
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