

Gender Equity, Diversity and Inclusion Strategy



**In the words of a leader in our organization,
said during our consultation process:**

“As a municipal government, trusted to make decisions in the best interests of our citizens, how can we say to those same citizens that their experiences and concerns are well understood and fairly considered if they do not even see themselves represented amongst staff and decision makers? We must reflect the community that surrounds us to deliver the services that are expected of us.”

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Executive Summary

The City of Calgary recognizes the importance of gender equity and diversity in building an inclusive workplace and delivering effective services to Calgary's increasingly diverse population. We are also committed to fair and equitable practices for employees and members of Council Boards, Commissions and Committees, of all genders. The Gender Equity, Diversity and Inclusion Strategy proposes new and enhanced strategic actions that build on The City's current diversity and inclusion initiatives. The primary focus is ensuring gender equity in planning and decision making within City service delivery, Council Boards, Commissions and Committees, and The City's workforce. A central concept is intersectionality, which recognizes that every person has multiple identity factors that impact who they are and may bring advantages or disadvantages to their participation in daily life. For a glossary of terms, see Appendix 1.

A variety of information helped build the Strategy, including: a review of internal policies, strategies, data, and learnings from a GBA+ learning initiative; literature review; an environmental scan of other municipalities and other orders of government; and consultations with both internal and external stakeholders.

The Strategy helps The City to realize its vision of Calgary: **a great place to make a living, a great place to make a life,** and its common purpose of **Making life better every day.** The Strategy declares to employees and citizens that Council and Administration are committed to building and strengthening an equitable, diverse and inclusive organization.

The strategy includes four areas of focus. The City will continue to advance gender equity, diversity and inclusion through:



**Leadership
accountability**



**Data-informed
decision making**

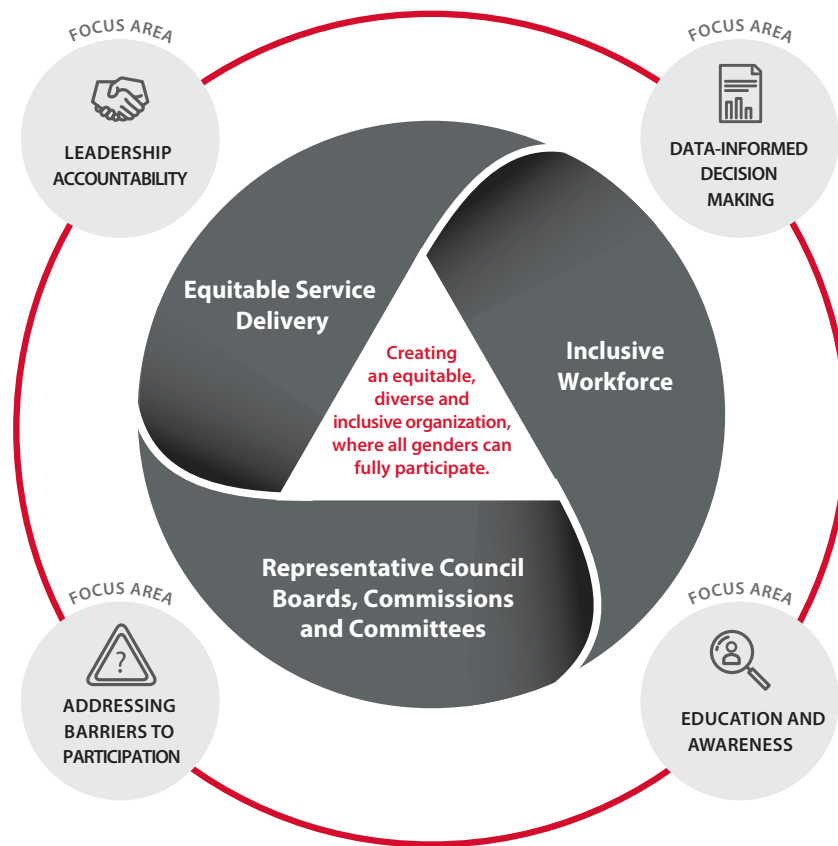


**Education and
awareness**



**Addressing barriers
to participation**

Strategic Framework



Guiding Principles

The Gender Equity, Diversity and Inclusion Strategy will be guided by the following principles:

- **Intersectional lens** to inform how intersecting identities impact the experiences and needs of individuals;
- **Dynamic and responsive approach** to emerging issues, new research and continuous engagement with stakeholders;
- **Alignment** with related Corporate initiatives such as the Social Wellbeing Policy and the Inclusion Strategy;
- **Change leadership** approach to focus on changing mindsets, behaviors, cultures and systems; and,
- **Measurement and accountability** to demonstrate progress to employees, leadership and the community.

Results

The Strategy aims to achieve the following results:

- **City Service Delivery:** Calgarians of all genders have equitable access to municipal services.
- **City Council and its Committees:** The membership of Council Boards, Commissions and Committees reflects the gender diversity of the City's population.
- **City Workforce:** Calgarians of all genders have opportunities to participate in an inclusive City of Calgary workforce.

Measurement and Reporting

The measurement plan will be developed during the Strategy implementation phase. In order to demonstrate corporate commitment to internal and community stakeholders, regular communications will highlight progress on the strategic actions, lessons learned, and achievements.

Strengthening our Commitment

A growing body of research demonstrates how workplace diversity enhances results at all levels of an organization. Advancing gender equity, diversity and inclusion benefits City employees, volunteers, and citizens accessing municipal services.

Evidence indicates that:

- Ensuring employees feel valued leads to increased productivity and organizational effectiveness, and higher employee engagement levels;
- Maximizing the potential of employees of all genders cultivates innovation and ultimately leads to greater economic success;
- Creating diverse teams with multiple perspectives results in more effective responses and decision making;
- Reflecting the diversity of the community in municipal governance, including Council Boards, Commissions and Committees, results in more engaged citizens; and,
- Making a public commitment to be an equitable and inclusive organization demonstrates leadership in the community.

Strategic Alignment

The Strategy builds on numerous initiatives across The Corporation including:

- Social Wellbeing Policy
- Diversity & Inclusion Framework
- Healthy Workplace Strategy
- Resilient Calgary Strategy
- Business unit gender initiatives
- Calgary Police Service Diversity and Inclusion Strategy development

For highlights of activities currently advancing gender equity, diversity and inclusion, see Appendix 2.

The Strategy aligns with the Canadian Human Rights Act and the Alberta Human Rights Act. The City of Calgary is a member of the Coalition of Inclusive Municipalities (formerly known as Canadian Coalition of Municipalities Against Racism and Discrimination).



Our Approach

Multiple approaches were used to understand the current state in Calgary and other cities across the country, including:

- environmental scan
- new demographic data surveys
- review of existing employee perception surveys and data
- internal and external consultations
- Gender Based Analysis Plus (GBA+) Learning Initiative

The development of the Strategy was also informed through consultations with non-profit organizations advancing gender equity and an advisory group that has helped guide the process since Council's Notice of Motion in 2017. Also consulted were the diverse representatives of the Council-appointed Social Wellbeing Advisory Committee, who stressed the importance of using an intersectional lens to identify multiple factors that can compound inequities in accessing City services.

GBA+ is an analytical process used by many municipalities and other orders of government to advance equity.



What We Learned About

Planning and Delivering City Services

GBA+ Learning Initiative

Seven pilot projects were conducted to determine if GBA+ could provide a systematic framework to be used across the Corporation. The four-month projects involved 20 staff across nine business units and five departments, using GBA+ as an analytical tool to assess the impact of planning, program development and implementation on diverse populations.

The pilot projects were at different stages of development at the beginning of the GBA+ Learning Initiative. For those at the research and data phase, participation provided opportunities to find new sources of relevant disaggregated data to expand awareness of the needs of diverse populations. These projects included: Forest Lawn multi-use facility development; Area 31 Growth Plan; Municipal Development Plan and Calgary Transportation Plan

updates; Traffic Calming Policy; and Rethinking Waste. Calgary Transit applied GBA+ to survey development and analysis to improve the safety of women on Calgary Transit. The disaggregated data enabled them to consider initiatives tailored to more vulnerable transit riders, including women with disabilities, LGBTQ2S and racialized women. The City Clerk's Office pilot project was at a later stage and GBA+ was utilized to examine processes to advance the 2019 census question that included "other" as a gender response option, in addition to "male" and "female." For more details on the pilot projects see Appendix 3.

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

What We Learned about

City Council and its Committees

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

Policy Review

The review of policies and processes for gender diversity on BCCs resulted in the following enhancements to their recruitment and selection process:

- Enhance current efforts to increase diverse representation by continuing to conduct recruitment and appointee selection activities in an inclusive manner (e.g. BCC recruitment in a range of publications and media outlets engaging diverse Calgarians);
- Refresh the BCC policy to clearly articulate The City's position on equity, diversity and inclusion; and,
- Continue to collect annual voluntary demographic information from BCC applicants to track and assess representation in relation to Calgary's population.



What We Learned About

City Workforce

The City's workforce gender distribution has remained stable over the last five years, with the core workforce comprising approximately 30 per cent female and 70 per cent male employees.

This distribution is reflective of the large service areas with traditionally male-concentrated occupations. The Transportation (Transit and Roads), Community Services (Fire) and Utilities & Environmental Protection (Waste & Recycling, Water) departments account for three-quarters of the core workforce and 80 percent of core male employees. When these departments are not included, women make up 41 per cent of the core workforce. The Administrative Leadership Team and Senior Management Team saw an increase in female representation since 2017. The gender ratio at the Corporate Management Team and at Leader Level 5 has not shifted over the same period.

The City conducts an annual Corporate Employee Survey to learn from employees. The responses received provide information that can be used to improve The City's ability to be a good employer and

offer effective services to citizens and customers. The 2018 Corporate Employee Survey results indicate that individuals who self-identified as male or female have similar perspectives of the workplace. For the 132 individuals who self-identified as "other" gender, there was a small gap between how males/females and "others" perceived the workplace, however this group still generally perceived the workplace positively. It is important to note that those who have selected "other" may also include employees who prefer not to disclose their gender in the annual survey.

The City is committed to ensuring that practices are fair and equitable for employees of all genders. The City's employment practices, including selections, appointments and promotions, are based on principles of merit, objectivity and consistency. Strategic actions, such as integration of unconscious bias training into recruitment and selection training have been recommended to identify and manage barriers to participation in both male- and female-concentrated business areas.



Policy Review

Between 2018 Q4 and 2019 Q1, Human Resources investigated unintended barriers and biases that hinder inclusion within The City's workforce recruitment policies and processes.



Three key themes emerged:

Leadership accountability:

A multi-faceted approach of engaging leaders to implement inclusion practices in the workplace is critical.

Managing unconscious biases:

The importance of leaders understanding the impact of their unconscious bias on decision making. Unconscious bias (or implicit bias) is a judgment in favor of, or against a person or group that is held at a subconscious level. Unconscious biases shape the perceptions and decisions all people make and are common. Unacknowledged bias can act as an unintended barrier by influencing decision making and behaviours towards individuals or groups.

The City currently offers unconscious bias education to leaders and it was recommended to further embed into recruitment and selection training programs. Research indicates that hiring managers at most organizations demonstrate bias early on in recruitment, making assumptions about applicants based on minimal information. For most organizations, bias is introduced through the names, perceived gender, and addresses of applicants. Industry-leading organizations in Europe and Australia utilize technology to scrub resumes for information that may trigger conscious/unconscious biases. The City is exploring the feasibility of integrating this technology.

Setting clear and defined inclusion outcomes, connected to Corporate goals and values:

The Human Resources Diversity & Inclusion team will continue to work with business unit leaders to understand their specific challenges and develop actions specific to their business requirements and practices, that align to Corporate goals.

Moving Forward

Areas of Focus

The areas of focus and strategic actions are evidence-based and informed by best practices of municipal, provincial and federal governments and private sector organizations. They will enable us to achieve our results of equitable services, representative governance, and a diverse and inclusive workforce.

The areas of focus are:



Leadership accountability

Leaders endorse and demonstrate commitment to advancing the actions of the Gender Equity, Diversity and Inclusion Strategy.



Data-informed decision making

Decisions are grounded in an evidence-based and data-informed approach. Data that can be separated out (or disaggregated) by various demographic groups is an important component of this area.



Education and awareness

Change starts with the awareness of our unconscious biases and how they influence our decisions, combined with the development of skills to apply a gender equity lens.



Addressing barriers to participation

In order to work toward equity, barriers to participation and inclusion within systems and practices need to be identified and addressed.



Each of the four focus areas has a key strategic action as well as specific actions that are targeted to City service delivery, City Council Boards, Commissions and Committees, and The City's workforce.



Leadership and accountability

KEY STRATEGIC ACTION: Leadership commitment from Council and Administration

City Service Delivery	City Administration to provide leadership on the development, training, and implementation of a Corporate-wide GBA+ approach to address the differential impact of policies, programs and services on diverse Calgarians.
	* Adopt GBA+.
	* Participate in GBA+ training by leadership.
City Council and its Committees	Ensure City policies that are related to Boards, Commissions and Committees are aligned to the Gender Equity, Diversity and Inclusion Strategy.
	* Refresh Boards, Commissions and Committees policy to clearly articulate position on equity, diversity and inclusion in a manner that is aligned with the Strategy.
City Workforce	Enhance leadership accountability for a respectful and inclusive workplace.
	→ Advance inclusive leadership through existing programs and initiatives.
	* Incorporate inclusion goals into the Administrative Leadership Team-approved Corporate Management Team goal on creating and fostering a healthy workplace.
→ Actions in Progress * New Actions	



Data-Informed decision making

KEY STRATEGIC ACTION: Creation of a disaggregated data strategy

City Service Delivery	Use disaggregated data to assess and improve the equitable planning and delivery of City services.
	* Support the development of a Corporate disaggregated data strategy.
	* Develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensure these are used corporately.
City Council and its Committees	Track and assess the diversity of applicants to Boards, Commissions and Committees.
	→ Conduct an annual voluntary demographic survey to track and assess representation among applicants in relation to Calgary's population.
City Workforce	Continue to use data to promote evidence-based decision making in support of the Strategy in the workforce.
	→ Continue to use analytics to inform inclusive workplace initiatives.
	* Conduct further research to compare gender of our workforce by occupational groups to the available, qualified population.
	* Establish gender gap indicators, as they relate to recruitment and promotions.
→ Actions in Progress * New Actions	



Education and awareness

KEY STRATEGIC ACTION: Education to increase awareness of gender equity and reduce bias

City Service Delivery	Continue to explore new ways, and enhance current efforts, to ensure that City services meet the needs of Calgarians of all genders.
	→ Share learnings and tell the story of increased access to City services.
	→ Continue to engage with the community on how to reduce barriers to participation.
City Council and its Committees	Conduct recruitment and appointee selection activities in an inclusive manner.
	→ Continue to advertise Boards, Commissions and Committees vacancies through a variety of media sources to increase number of applicants with diverse backgrounds, experiences and skills.
	→ Ensure recruitment information utilizes plain language and communicates The City's objectives for diversity, equity and inclusion.
City Workforce	Provide education, awareness and tools to support the implementation of the Strategy in the workplace.
	→ Continue to educate leaders and employees on human rights, respectful workplace and unconscious bias.
	→ Integrate unconscious bias concepts into recruitment and selection training.
	* Enhance and promote tools and resources to support inclusive leadership (e.g. GBA+).
→ Actions in Progress * New Actions	



Addressing barriers to participation

KEY STRATEGIC ACTION: Adopt “Gender-Based Analysis Plus” (GBA+) to assess the impact and inform decision making that considers diverse groups of people

City Service Delivery	Embed the GBA+ approach into business practices and organizational culture with the implementation of the Social Wellbeing Policy principle of equity.
	→ Continue to develop and implement approaches to addressing barriers to participation of transgender and gender nonconforming participants in programs and services.
	* Develop a strategy to integrate GBA+ for priority service lines.
City Council and its Committees	Sustain and explore ways to eliminate bias in the recruitment and selection process of Boards, Commissions and Committees.
	→ Continue to assess applicants based on information collected via standard application forms rather than resumes.
	* Investigate methods to anonymize applications.
	Work in partnership with Federation of Canadian Municipalities (FCM) and other community groups to reduce barriers to women’s participation in municipal politics (Administration and Council).
	* Participate in Towards Parity in Municipal Politics (FCM) project to reduce barriers to women’s participation in municipal politics.
	* Work with Equal Voice to introduce young women to municipal politics.
City Workforce	Proactively identify and reduce barriers to participation for current and prospective employees to ensure opportunities are fair and equitable.
	* Apply a GBA+ lens on new HR initiatives to ensure fair and equitable opportunities for current and prospective employees.
	* Decrease the potential for bias in the recruitment process by conducting a feasibility study on integrating technology to scrub names/addresses of candidates from resumes.
	* Develop a pilot Women in Leadership Mentorship series aligned to the Emerging Leaders Program.
→ Actions in Progress * New Actions	

Appendix 1:

Glossary of Terms

Change leadership: Refers to the ability to harness the energy, the power of people, the driving forces, visions and process to fuel large-scale and sustainable transformation.

Disaggregated data: Refers to data that can be broken apart or “disaggregated” so that relationships and effects on different categories of people and organizational units can be seen.

Diversity: Refers to the variety of characteristics that make people different from one another. These include: social, economic, cultural, physical characteristics, as well as ideas, perspectives and values.

Equality: Refers to the practice of treating everyone the same. Equality promotes fairness and justice as long as everyone has the same starting place. Equity is the means, equality is the result.

Equity: Refers to the practice of treating everyone with fairness by taking into account individual differences and social conditions. It requires recognition of respective needs and removing barriers (often systemic) for everyone to be successful. The result of equity is that all people have equal opportunity to benefit.

Gender Based Analysis Plus (GBA+): Refers to an analytical tool that is used to assess the impact of one’s work on diverse groups of people. The “plus” in GBA+ indicates that gender is only a starting point to think about the multiple identity factors, like race, ethnicity, religion, age, and mental or physical disability, that intersect to make us who we are and how policies, programs and services can be experienced differently based on those factors.

Gender: Refers to the socially constructed roles, expressions and identities of girls, women, boys, men, and gender diverse people. Gender is usually conceptualized as a binary (girl/woman and boy/man) yet there is considerable diversity in how individuals and groups understand, experience, and express it.

Gender equity: Refers to the process of making decisions, planning programs and allocating resources fairly by recognizing the unique needs and experiences of people based on their gender diversity. Gender equity is intended to identify and address discrimination on the basis of sex or personal identity.

Gender gap indicator: Refers to a measurement indicating the potential presence of gender-based barriers in the recruitment process. This measure uses thresholds that reflect an expected range of difference between rates of hire and/or promotion based on gender.

Inclusion: Refers to a culture of belonging where everyone is able to do their best by being valued and respected for their differing individualities, opinions, thoughts, and ideas.

Intersectionality: Refers to a framework for understanding that every person has multiple and simultaneous identities (e.g. gender, ethnicity, age, physical ability) that shape personal and collective experiences. These identities contribute to differing experiences and differing degrees of privilege and oppression.

Representative: Refers to the degree of alignment between the diversity of the people within an organizational group and the general population.

Unconscious bias: Unconscious biases are the result of messages introduced into our subconscious from an early age. Many of these prejudices are deeply held in our unconscious and can influence the decisions we make and how we respond to one another.

Appendix 2:

Highlighted Activities

Below are some examples of work that is underway at The City of Calgary in relation to gender equity, diversity and inclusion. This list highlights several of the more prominent projects and initiatives but is not meant to cover the entirety of the work across The Corporation.

City Services

Projects and initiatives included are:

Gender Neutral Washrooms (Facility Management):

All single-user lockable washrooms have standard signage for universal washrooms.

Sports Policy (Calgary Recreation): Work to design and deliver sport programs and initiatives in a manner that removes barriers that prevent underrepresented groups, such as women and girls, LGBTQ and other equity-seeking groups from participating and enjoying sport.

Customer Service Training (Calgary Recreation):

Approximately 1,400 staff trained on facilitating access for transgender customers.

FCSS Investments (Calgary Neighbourhoods): Use of disaggregated data enables The City to describe who participates and benefits from City and provincially funded prevention programs.

City Council Boards, Commissions and Committees

Recruitment Campaign (City Clerks): Included newcomers/ethno-cultural and minority groups as target audiences.

City Workforce

Diversity & Inclusion in the Workplace Framework: developed and implemented (2011)

Diversity & Inclusion Advisory Committee: established (2011)

Data Collection and Analytics:

- Refreshed Corporate Employee Survey to collect demographic data and introduced for the first time questions around gender identity, gender expression, and the LGBTQ community (2015)
- Introduced the Inclusion Index to measure how different groups perceive our workplace, with the ability to analyze the employee experience by demographic data and identify areas of gaps (2016)
- Workforce data analytics on gender, including the Corporate Dashboard

Diversity & Inclusion Awareness and Education:

- Established program focused on the areas of unconscious bias, human rights, bridging cultures and working with generations (RFSO 2016)
- Developed tools and resources to support Leaders and Employees advance inclusion in the workplace (ongoing)
- **144** Diversity & Inclusion sessions with **5,505** total participants (2015 – 2018)
- **477** Leaders educated on Unconscious Bias and Inclusive Leadership
- **396** Leaders educated on Human Rights
- **1,866** Employees educated on Bridging Cultures
- **363** Employees educated on Working with Generations
- **279** Respectful Workplace sessions with **6,522** participants (2015 – 2018)
- **14,498** Employees completed the Code of Conduct training (2018 – 2019)
- Published **10** Human Rights articles on myCity in 2018, as a component of the **58** inclusion articles published since 2015 January.
- Delivered Experience Inclusion initiatives in 2015, 2016, 2017, 2018
- Established the Human Rights, Equity & Inclusion Calendar

Employment Systems Reviews:

- Since 2014, conducted reviews of HR policies, processes and programs (including integration into existing learning programs) to ensure fair and equitable practices (ongoing) and identify perceived or real systemic barriers from a Diversity & Inclusion lens (ongoing)
- Comprehensive assessment of The City's recruitment processes (2018)
- Exempt staff pay equity review (PFC2019-0193)

Communication, Engagement and Partnerships:

- Collaborated with internal and external partners to optimize the corporate direction on diversity and inclusion in the workplace
- Customized Diversity & Inclusion (internal) consulting in 16 business units spanning six different departments (2017-2019)

Established a dedicated Human Rights and Respectful Workplace office (2018)**Dedicated initiatives in business units:**

- Women in Transportation (employee led, leader endorsed initiative)
- Women in Planning (employee led, leader endorsed initiative)
- Calgary Police Services (Diversity & Inclusion Strategy development)
- Calgary Fire Department (Diversity & Inclusion Strategy)

Appendix 3:

GBA+ Learning Initiative

GBA+ Learning Initiative involved 20 staff across 9 business units and 5 departments, to pilot the use of GBA+ as an analytical tool to assess the impact of planning and program development and implementation on diverse populations. It ran from September 2018 to February 2019.

Projects included:

Multi-Use Facility

Calgary Neighbourhoods, Calgary Fire Department and Facility Management

Created a plan for the development of a multi-use facility in Forest Lawn co-located with a variety of community and City services. GBA+ was applied to the research/data phase of the project to find new sources of relevant data to expand awareness of the needs of diverse populations that will use the facility.

Civic Census

City Clerks

Census questions, training, and processes were evaluated with a GBA+ lens. A new gender question that included “other” as a response option, in addition to “male” and “female” was added to census for 2019.

Area 31 Growth Plan

Community Planning

This multi-community local area plan will provide planning, policy and direction for 10 communities, including industrial areas, in south Calgary. The GBA+ was applied when drafting the project charter and resulted in expanding the initial stakeholder list to consider the needs of more diverse groups. This project will be launched in the Fall of 2019.

Municipal Development Plan and Calgary Transportation Plan – Next 20

Calgary Growth Strategies

The Next 20 team conducted a GBA+ analysis on the existing plans and identified new data/research to consider. The analysis also resulted in the consideration of the needs of more diverse populations, consultation with a broader range of stakeholders and organizations, and public engagement opportunities.

Calgary Transit Campaign

Calgary Transit

This project aims to develop a plan to improve the safety of women on Calgary Transit. GBA+ was applied to survey development and analysis of transit users. The results allow for the ability to tailor initiatives to those that are most impacted (women with disabilities, LGBTQ2S and racialized women).

Traffic Calming Policy

Transportation Planning

This pilot examines how rewriting Calgary’s traffic calming policies can consider and benefit all modes. GBA+ was applied by the team to find ways to host inclusive conversations that contribute to safer, friendlier communities.

Rethinking Waste

Waste & Recycling

This pilot works with businesses and multi-family complexes to reduce and divert waste. GBA+ was applied to create a survey, in planning education open houses and in communication materials. The team plans to apply GBA+ to tailor waste initiatives to meet the needs of their diverse clients for greater program effectiveness.