

From: "Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
To: "Direct to Mayor and Council - DL"
Date: 7/25/2022 2:32:35 PM
Subject: Council Memo: Equity Framework Implementation Update – Equity Maturity Assessment - RTS
Attachments: EO - Equity Framework Update RTS 14640 - 2022.07.25.pdf

Dear Mayor and Council,

As noted in my previous email, attached is the second memo related to implementing the [City’s Equity Framework](#).

□ Equity Maturity Assessment Update

The City used the [Global Diversity, Equity and Inclusion Benchmarks](#) as a tool to self-assess the level of maturity in fourteen areas of work. The process, which drew on the results of the Employee Benchmark Survey and staff consultations, rated the City’s operations on a scale of 1 to 5 (where 1 signifies “inactive” and 5 signifies “best practice”) in fourteen areas of work. Overall, the City was assessed as approaching a middle-of-the-road score in the equity space in 2021, scoring between a Level 2 (“reactive”) and a Level 3 (“proactive”) in most categories, as shown below in grey. The memorandum provides the evidence in support of each rating, sets target levels to be achieved in the next three years (shown below in black), highlights five priority areas, and describes some of the recent and upcoming actions by a range of City departments to move in the direction of equity. The City’s Equity Officers also provides a simple language summary of the results in this [short series of videos](#) aimed at staff.

This exercise provides a roadmap for a systemic, developmental approach that allows the City to prioritize key internal initiatives and report out on progress from year to year.

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

 Current Level (2021)
 Target Level (2025)

Should you have any questions, please contact Aftab Erfan, Chief Equity Officer ([Aftab.Erfan@vancouver.ca](#)).

Best,
Paul

Paul Mochrie (he/him)

City Manager
City of Vancouver
paul.mochrie@vancouver.ca



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔ (Tsleil-Waututh) Nations.

MEMORANDUM

July 25, 2022

TO: Mayor and Council

CC: Paul Mochrie, City Manager
Armin Amrolia, Deputy City Manager
Karen Levitt, Deputy City Manager
Lynda Graves, Administration Services Manager, City Manager's Office
Katrina Leckovic, City Clerk
Anita Zaenker, Chief of Staff, Mayor's Office
Neil Monckton, Chief of Staff, Mayor's Office
Alvin Singh, Communications Director, Mayor's Office
Sandra Singh, General Manager, Arts Culture & Community Services
Andrew Naklicki, Chief Human Resources Officer

FROM: Aftab Erfan
Chief Equity Officer

SUBJECT: Equity Framework Implementation Update – Equity Maturity Assessment

RTS #: 14640

PURPOSE

This memo provides an update on the progress of the implementation of the City of Vancouver's Equity Framework, focusing on the results of a citywide benchmarking and goal-setting exercise, called the Equity Maturity Assessment. It puts in place an organizing frame for reporting on internal equity efforts on an annual basis going forward.

BACKGROUND

Council adopted the [Equity Framework: Getting Our House in Order](#) in July 2021. As the document's subtitle suggests, the Framework is, first and foremost, about aligning the City of Vancouver's internal culture and processes in the direction of equity. It comes out of a recognition that the City's ability to work well for (and work well with) equity-denied communities depends on focusing internally and "getting our house in order".

The Equity Framework is not an action plan. It is, rather, a conceptual, foundational document that defines equity, describes why doing work on equity is essential, articulates key orienting concepts, and makes commitments to investing in doing this work. Along with endorsing the Framework, Council adopted [Recommendation B](#) as follows:

THAT Council direct the Equity Office to conduct a benchmarking and goal setting exercise in the Focus Areas identified in the Equity Framework, work collaboratively with departments to identify actions and tracking procedures, and provide an update to Council on progress on an annual basis.

In late 2021, the Equity Office, along with partner departments, embarked on the benchmarking and goal-setting exercise referenced above. To do so, we used the *Global Diversity, Equity and Inclusion Benchmarks: Standards for Organizations Around the World (GDEIB)*, a tool developed by the [Centre for Global Inclusion](#). Appendix A presents the GDEIB as adapted for the City of Vancouver with permission from the original authors. The remainder of this memo describes the exercise – called an Equity Maturity Assessment - and its results.

EQUITY MATURITY ASSESSMENT

The Global Diversity, Equity and Inclusion Benchmarks

The GDEIB is an internationally recognized tool developed by a panel of 112 experts from around the world that helps organizations determine strategy and measure progress towards diversity, equity and inclusion (DEI) - or what at the City of Vancouver we've come to refer to as JEDI – an acronym that stands for justice, equity, decolonization/diversity and inclusion.

The tool is built on an observation that organizations that progress towards DEI follow a broad and developmental path – they don't just do one or two things (e.g. training all staff and setting diversity hiring targets) and they don't go overnight from realizing that they need to do better to implementing best practices. Rather, a kind of scaffolding is necessary to support and sustain progress, and it is useful to understand an organization's current maturity level in order to determine developmentally appropriate immediate next steps. Based on studying many organizations on this path, the 112 experts created the GDEIB as a system of organization and comprehensive map of progression. The City of Vancouver is using this tool to determine its current level of maturity and next steps, and to bring a logical organization for coordination, tracking and reporting on action across City departments.

The GDEIB organizes the work that needs doing to move an organization towards its equity goals into four Focus Areas and fifteen categories of action as follows:

Foundational Focus Area

Category 1: Vision, Strategy, and Rationale
Category 2: Leadership and Accountability
Category 3: Structure and Implementation

Bridging Focus Area

Category 8: Assessment, Measurement, and Research
Category 9: Communications
Category 10: Learning and Development
Category 11: Connecting JEDI and Sustainability

Internal Focus Area

Category 4: Recruitment
Category 5: Advancement and Retention
Category 6: Job Design, Classification, and Compensation
Category 7: Work-Life Integration, Flexibility, and Benefits

External Focus Area

Category 12: Partnerships and Grants
Category 13: Service Provision
Category 14: Public Engagement and Customer Service
Category 15: Responsible Procurement

Within each of the fifteen categories, the GDEIB tool specifies benchmarks and paints a picture of what it would mean for the organization to score as a Level 1 (inactive), Level 2 (reactive), Level 3 (proactive), Level 4 (progressive), or Level 5 (best practice). Using the tool, each category is examined separately, assigning a score on the scale of 1-to-5 for current state and a corresponding target on a 1-to-5 scale.

Approach

In consultation with the authors of the GDEIB, the project team adapted and customized the benchmarking tool to ensure maximum relevance and utility for the City of Vancouver. The City plans to advance work in all fifteen categories, for the most comprehensive approach.

In 2022, the City conducted the Equity Maturity Assessment exercise in fourteen of the fifteen categories, excluding Category 13: Service Provision. Category 13 encompasses a vast range of items representing all the services the City provides to residents – from infrastructure planning to running children’s programs at the Recreation Centres. Category 13, therefore, requires a decentralized approach with assessment at dozens of City worksites and teams. This is a massive exercise to be undertaken by City departments over time. It relies on some internal capacity built to enable staff – as diverse as infrastructure planners and children programmers – to apply an equity lens to their work. In other words, the capability to engage with Category 13 will depend on some advancement in some of the other Categories (e.g. 1, 2, 3, 9, 10) and will be addressed in future phases of the project.

Stakeholder Engagement and Data Gathering

The Equity Framework defines equity as both an outcome and a process. The commitment to equity as a process requires that equity-denied people and those with less access to power be involved in processes that impact them. The subjective nature of the assessment exercise made it doubly important for the project team to seek input from a wide variety of stakeholders across departments and roles. Although valuable feedback was received from an good mixture of staff across ranks and departments, there were also limitations to the engagement largely due to consultation fatigue, and the lack of infrastructure to reach all staff – namely operational, frontline, non desk-based workers.

The project team collected insights, comments and feedback from staff on an organization-wide scale through three mechanisms:

1. Eight virtual thematic focus group discussions with key staff and subject matter experts, and open to all other interested staff,
2. Four anonymous online surveys open to all City staff, and
3. One in-person engagement with operational and frontline staff at a City community centre.

Approximately 200 staff participated. The overall questions posed were “how would you rate the City currently in this category?” and “where could the City reasonably get to in the next three years in this category?” Staff provided qualitative feedback through discussion, describing and sharing examples of how the City is or is not meeting a benchmark, and where they see leverage points for advancing. Staff also assessed the City quantitatively using the GDEIB Assessment Checklist tool (Appendix B), providing an estimate “score” for the City along the five

maturity levels, at 0.5 intervals. There was certainly divergence among City staff responses, with the staff closest to the margins (e.g. junior staff, field staff, those without a line-of-sight to the central functions at the City) generally tending to provide lower scores.

Assessing and Determining Targets

The project team brought together the narrative feedback and quantitative ratings from the various methods of engagement to propose current and target maturity levels for each category. In some cases, the results of the Employee Benchmark Survey (conducted in the spring of 2021) were also relevant and folded into the rankings.

Due to the high level of variation between staff perception, which partially also reflected the variation between departments and business units, estimates for current levels focused on finding the “center of gravity”, or where the organization as a whole generally operates.

Target levels for the next three to five years were determined by looking at areas where current practices are strong and can be replicated and scaled, as well as by identifying gaps that need to be filled to build a robust foundation for effective future work. Targets were set with an eye to reducing internal inequities and not leaving any part of the organization behind.

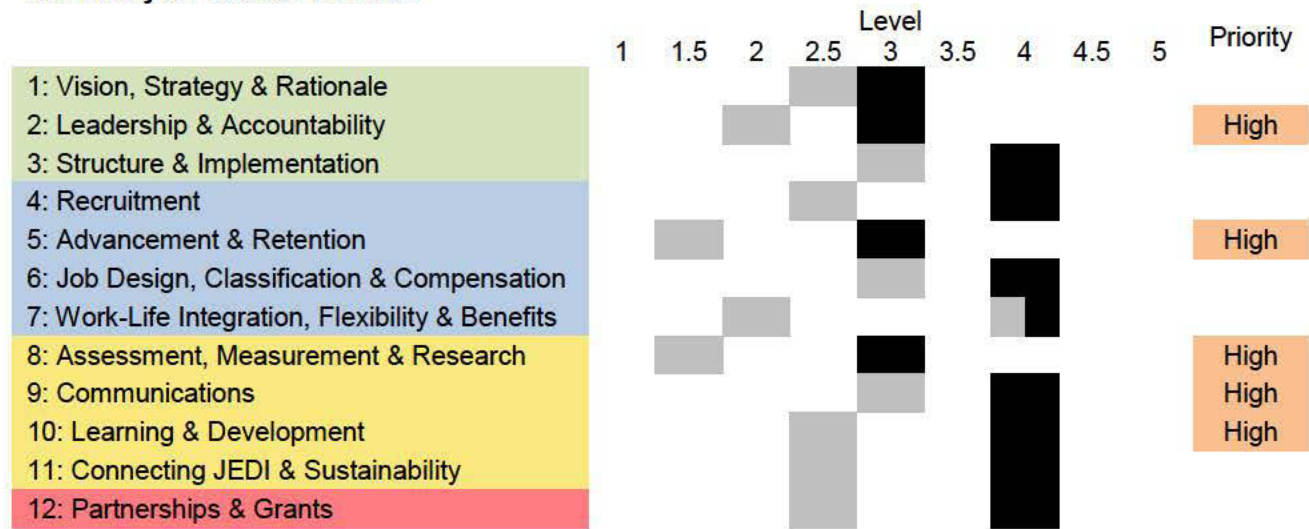
After estimating current and target levels in each category, the Equity Office hosted a second round of discussions with key staff leading each area of work to collect feedback on, and adjust, the proposed levels. Target levels were also reviewed holistically by City work area to ensure that goals for the next three to five years are realistic and within capacity limitations.

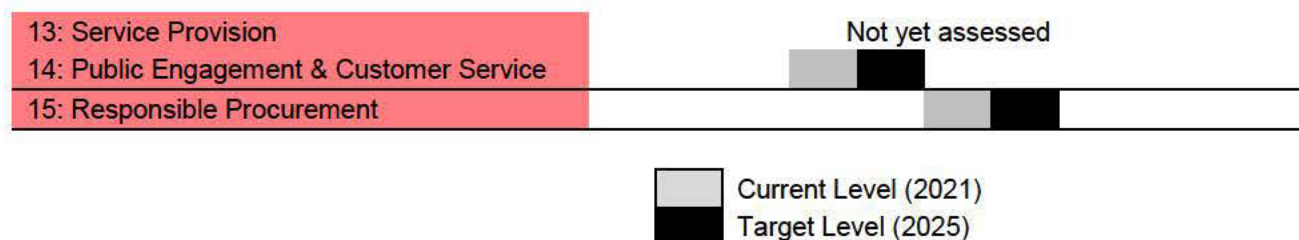
Input and feedback were also collected from both the Equity Council and the City-Unions Equity Table, with overall endorsement provided by the City Leadership Team.

RESULTS

The results of the Equity Maturity Assessment estimate that, overall, the City of Vancouver is generally approaching a middle-of-the-road score in the equity space, assessed between a ‘Level 2: Reactive’ or ‘Level 3: Proactive’ in most categories.

Summary of Overall Results





Based on the analysis, five of the fourteen categories were identified as highest priorities to focus on in the next three years. These are highlighted in this memo after a more detailed description of each category below.

Foundation Group

The three foundational categories are the base of equity work and necessary for meaningful advancement in all other categories. The GDEIB recommends that a Level 3 be reached in all categories in the Foundation Group in order to build an impactful equity program.

Category 1: Vision, Strategy, and Rationale

Develop a strong rationale for JEDI vision and strategy and align it to the City's goals.

Current Level: 2.5 → Target Level: 3

Recent progress: In the past year, the City of Vancouver has made significant progress in this area. In 2021, Council adopted the Equity Framework, which articulates the City's equity vision and rationale, and provides a common understanding and united approach to equity across departments. The organization also started to engage with various dimensions of equity beyond gender – e.g. race, religion, ability – which indicates a growing level of maturity in this area.

Next steps: The completion of the Equity Maturity Assessment and strategic goal setting process will advance the City in this category of work. In order to fully reach the Level 3 target, the concepts and content in the Equity Framework will need to be communicated broadly with all staff and socialized into all areas of the City's work and operations.

Category 2: Leadership and Accountability [Priority Area]

Hold leaders accountable for implementing the City's JEDI vision, setting goals, achieving results and being role models.

Current Level: 2 → Target Level: 3

Recent progress: The adoption of the Equity Framework placed accountability for the realization of the City's equity vision with leaders across all City departments, with the work of advancing equity recognized as part of management and oversight responsibilities. Additionally, equity leadership was explicitly added to the City's leadership competencies, which are evaluated annually in the staff performance review process.

Next steps: The City has over 1,000 staff in roles of positional leadership. While some have been exposed to significant equity-related training and engagement, others – particularly operational and frontline supervisors – have not had access. A goal for this category is to correct this imbalance and bring all leaders in the organization to a base level of equity

leadership. To reach its Level 3 target in this category, the City will need to continue shifting towards a workplace culture where all leaders engage in equity issues, increase their knowledge and competence and are accountable for achieving the Equity Framework.

Category 3: Structure and Implementation

Provide visible, dedicated support and structure, with authority and budget, to effectively implement JEDI.

Current Level: 3 → Target Level: 4

Recent progress: In the past year, the City established a number of key structures for the implementation of equity work, including:

- Staff-led Employee Resource Groups and Communities of Practice¹, with budget,
- A City-wide oversight body for equity work made up of staff across ranks and departments, called the Equity Council, and
- A City-Unions Equity Table made up of staff from the Equity Office, Human Resources and the labour unions.

The City also increased staffing resources for the Equity Office, adding one full-time and one part-time position. These are foundational and structural supports that position the City well to make advancements in this category. Several departments have also set up similar infrastructure in their respective teams, such as equity committees and working groups.

Next steps: Continued support and resources will need to be put towards these structures to allow them to mature into governance bodies that have influence and power. Greater coordination and collaboration between departmental bodies is needed to enable a holistic and integrated approach to equity, and support the City's progress to a Level 4 in this category.

Internal Group

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

Category 4: Recruitment

Ensure that attraction, outreach and recruitment is done through the lens of JEDI.

Current Level: 2.5 → Target Level: 4

¹ Employee Resource Groups (ERGs) are voluntary, employee-led groups that come together around shared identities and experiences. The City's ERGs act as spaces where employees from marginalized groups can come together for social connection, sense of community, networking and mutual support. They also help to formalize the connection between City leadership and staff from marginalized groups, building relationships and channels for two-way exchange and co-creation of solutions.

Communities of Practice are groups of staff that are organized around a specific topic, practice or task. These groups come together to learn and share information and experiences about bringing an equity lens to their work.

Recent progress: In the past few years, the City has completed the centralization of its recruitment process, which has allowed for more consistency and rigor in hiring practices across the organization. The Recruitment team in Human Resources also prioritized building intentional relationships, partnerships and connections with organizations and partners in equity-denied communities, working to improve the outreach function of recruitment. This included meeting with the Host Nations to discuss opportunities for partnerships with their employment and training centres, connecting with a broad range of community organizations for direct sourcing into the City's temporary pool and working with staff Employee Resource Groups to determine and remove barriers to attracting candidates from equity-denied groups.

Next steps: The opportunity for continued progress in this category is most evident within the interview process: ensuring diversity on selection panels and educating hiring managers and interview panels on how to reduce bias in the hiring process. Evaluation practices will also need to continue to become more nuanced, including assessing candidates for equity competence and the ability to concretely apply an equity lens to their work. The Employee Benchmark Survey and the Applicant Status Tracking system provided two very important datasets that can begin to influence equitable hiring practices. Work on a comprehensive review of the City's recruitment practices has started and is expected to have significant positive impacts on leveling up in this category of work.

Category 5: Advancement and Retention **[Priority Area]**

Ensure that JEDI is integrated into talent development, performance management, advancement and retention.

Current Level: 1.5 → Target Level: 3

This is an area where the organization scored quite low and has significant room for improvement.

Recent progress: In the past year, the City formalized a succession planning approach for exempt staff. The Organizational Development team in Human Resources also started to embed equity considerations in applications for leadership programs, including considering systemic underrepresentation when identifying staff for leadership development opportunities. Additionally, the Employee Benchmark Survey, administered in 2021, began to illuminate where and whom is struggling among City staff, and has been an important diagnostic tool for improving aspects of team culture and organizational processes likely to help with retention and advancement of staff particularly from equity-denied communities.

Next steps: Alongside implementation of a talent management process, there is a need for better data collection and research on an ongoing basis to trace the experiences and pathways of staff from different identity groups, including improving the exit interview process. There are opportunities to improve the onboarding, promotion and advancement practices, and examining how they impact turnover and retention. There are also several significant projects underway to improve staff's experience of the workplace, including a revision of the City's anti-harassment policies and associated processes, and clarification and improvement of the City's process for accommodation of disabilities and other unique circumstances.

Category 6: Job Design, Classification and Compensation

Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.

Current Level: 3 → Target Level: 4

Recent progress: Overall, the City is proactive in this category, with labour unions as an effective partner in this area of work. The unionized environment emphasizes many equitable practices including wages that exceed the legal minimum and adhere to a living wage, minimizing subjectivity in job design and providing remuneration based on job requirements, not preferences or “fit”. In the past year, the City has continued to work towards ensuring position descriptions are inclusive and non-biased. The Compensation team has also continued to review and revise documentation to move toward gender-inclusive language.

Next steps: Continued engagement and collaboration with unions, as well the implementation of a regularized, systemic review of classification and compensation systems, will support the advancement of the City’s maturity in this area.

Category 7: Work-Life Integration, Flexibility and Benefits

Achieve work-life integration, flexibility and equitable benefits. Flexible work options are widely available and accessible.

Current Level: 2 (Unionized) → Target Level: 4 (All)
4 (Exempt)

*Due to the considerable difference in experiences between unionized and exempt staff, the City was assessed at two levels in this category.

Recent progress: In the past year, the City accelerated the implementation of its Remote Work Policy and Flexible Work program which added greater flexibility and benefits for all office-based employees. Vacation entitlement was also updated for exempt staff, to ensure entitlement is the same at entry level across all positions (excluding members of the City Leadership Team). Additionally, the City adapted some of its benefits and services, sourcing culturally responsive practitioners, bringing mental health providers directly to specific City work sites and providing supplementary leave in response to staff and community needs. Work is also being undertaken to create wellness rooms for staff that meet cultural and religious needs, such as for meditation and prayer.

Next steps: Overall, the City is performing well for the exempt staff group through its provision of a variety of benefits plans, a fairly inclusive concept of family and paid leave beyond what is legally required. What is available to the unionized staff group – particularly in terms of access to the flexible work program and time-off provisions – differs significantly. The goal for this category is to address these internal inequities and look at opportunities for more flexibility, benefits and work-life integration for staff in unionized and non-office-based roles, including operational workers, frontline workers, temporary workers and auxiliary workers. To reach a Level 4 in this category, the City also needs to prioritize creating forms of flexibility that are connected with identity and equity, such as developing an accommodation policy for non-dominant religions and cultures.

Bridging Group

The four categories in the bridging group provide critical linkages that connect foundational work with the internal and external foci of equity at the City. According to the creators of the GDEIB, it is difficult to achieve any of the benchmarks in the other groups without effective work in the bridging group.

Category 8: Assessment, Measurement and Research **[Priority Area]**

Ensure that assessments, measurement and research guide JEDI decisions.

Current Level: 1.5 → Target Level: 3

Recent progress: In the past year, the City completed an Employee Benchmark Survey, which has increased internal knowledge by providing an understanding of the demographic makeup of the workforce and identifying challenges to inclusion and belonging in the workplace. An Equity and Decolonization of Data Community of Practice was formed, where staff across departments came together to participate in training on equity in data science and collaborate on exploring more equitable and decolonized approaches to research and data governance at the City. The [Healthy City Dashboard](#) was completed and launched in 2021, increasing rigour and transparency by publicly sharing data related to equity.

Next steps: Although some community-facing work is fairly advanced in this area, the City's internal data collection principles, processes and technologies require considerably more investment and improvement. This will involve work such as developing a broad overall strategy on assessment and measurement, and identifying ethical and transparent data collection principles. A version of the Employee Benchmark Survey will need to be systematized and repeated regularly in order to track representation and progress over time. Findings from the City's Applicant Status Tracking system and the Exit Interview Tracking system need to become visible internally to begin to influence behaviour. And the Equity Office needs to complete the process of building an overall Equity-initiatives Tracking System and associated metrics and dashboard, to make it easier to coordinate and report on progress on equity initiatives (including the generation of an annual report similar to the current memo).

Category 9: Communications **[Priority Area]**

Make communication clear, simple to understand and a crucial force in achieving the City's JEDI goals. This category includes both internal and external communications.

Current Level: 3 → Target Level: 4

Recent progress: In the past year, the City made good strides in this area by starting to use clearer, bolder and more inclusive language, and by demonstrating responsiveness to quickly-changing best practices in the equity communications space. The organization also started to diversify its channels for communication, sharing messages through videos and hosting all-staff meetings/town hall events on equity. Additionally, a Language Access Policy was adopted, which seeks to address some of the barriers that non-English speaking communities face.

Next steps: Internally, there is a large gap in terms of who is receiving equity communications. Currently, the City does not have a mechanism for communicating regularly and systematically with approximately one-third of its employees, specifically operational, frontline and non-desk-based workers. Developing a robust communications infrastructure that can reach staff across all levels, locations and functions is fundamental to this work and is a priority action item. On

community-facing communications, the implementation of the Language Access policy presents an opportunity. To come fully in line with a Level 4 target, the City needs to invest in making its communication more accessible to people with disabilities.

Category 10: Learning and Development **[Priority Area]**

Educate all to achieve a level of JEDI competence and confidence needed to create a diverse, equitable and inclusive organization.

Current Level: 2.5 → Target Level: 4

Recent progress: In the past year, the City made some improvements in this area. The new online Learning Management System (LMS) started to become socialized within the organization, enabling a greater variety of training to be accessible centrally to all staff, including new offerings on equity-related topics and issues. Targeted training was also provided to specific groups, such as foundational anti-oppression training for all City advisory committee members and introductory trauma-informed practice training for staff in Human Resources. A number of other trainings – including a Responding to Microaggressions workshop, Bakau Consulting’s “Exposing the Intersections of Racism and Sexism” Course and Nahanee Creative’s on-demand mini courses – were also piloted in different parts of the organization. Finally, The Core JEDI Curriculum, a framework for a progressive, developmental JEDI learning pathway was also built and introduced.

Next steps: In addition to expanding training on equity-related topics (such as Accessibility training, funded by Council in 2021 as a quick-start action from the Accessibility Strategy), the City needs to continue to focus on making learning opportunities available to all staff. Although many departments and business units have individually prioritized training over the past several years, uneven and unequal access to training has only benefitted some staff and created further inequities. A goal for this category is to make training more equitable by providing a baseline level of learning opportunities to all staff, diversifying methods of training and providing more spaces where staff without access to technology can learn in-person or virtually.

Category 11: Connecting JEDI and Sustainability

Connect the organization’s JEDI and Sustainability initiatives to increase the effectiveness of both.

Current Level: 2.5 → Target Level: 4

Recent progress: Although sustainability and equity have historically been considered separately at the City, the organization has done quite a bit of work in recent years to integrate these areas. In 2020, the Sustainability Group assembled a new Climate & Equity Working Group, made up of members of the public with diverse expertise and lived experience to provide feedback on Climate Emergency Action Plan implementation. In the past year, the Working Group has been writing, with City support, a Climate Justice Charter. The City also partnered with other municipalities in Metro Vancouver to engage Canadian Urban Sustainability Practitioners to better understand energy poverty data in cities and use the data to inform policies and programs. Additionally, as part of the Sea2City Design Challenge, staff have been working to decolonize the planning process through collaboration with Host Nations, hiring a cultural advisor and knowledge keeper and establishing protocols to create safety for Indigenous partners to participate in the work.

Next steps: A priority in this category is to expand the link between equity and sustainability to include areas beyond carbon and climate adaptation, which is the current primary focus of the City's environmental sustainability initiatives. Other activities – such as water and utilities management, solid waste management and sewer and rainwater management – need to be brought into the conversation and connected more explicitly with equity.

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. This group is critically important because it is through an emphasis on these four categories that the most direct results of the City's JEDI vision and rationale will be shown.

Category 12: Partnerships and Grants

Be proactive in working with community groups, community organizations and society at large.

Current Level: 2.5 → Target Level: 4

Recent progress: The City uses a variety of granting streams and processes. In the past year, the Social Policy Grants team made a number of changes to its granting practices and processes, including implementing two harmonized intake periods to offset lengthy delay between grant intakes, and developing a new multi-year funding model to increase operational and program sustainability of grant recipients. They also identified three priority areas for multi-year investments: Indigenous Reconciliation and Relations, Accessibility and Gender and Sex Worker safety.

This category also contemplates partnerships, including relationships with community groups and organizations. In this area, the City has taken some positive steps by apologizing for historical wrongdoings and working to repair relationships. In the past year, a social planner was hired to advance redress work with South Asian communities, and community advisory groups for the Black and African diaspora and South Asian diaspora were formed. Work on revitalizing Chinatown and preserving its cultural heritage also continued, with three years of work culminating in the "Chinatown Reimagined" forum. Meanwhile partnerships with the local Nations and urban Indigenous communities have been strengthened through work of the UNDRIP Taskforce and direct relationship building. In more modest but significant ways, City staff participate in campaigns and programs organized by local partners such as the Immigrant Employment Council of British Columbia and the United Way of Lower Mainland.

Next steps: On the subject of grants, it is apparent that some grant teams at the City are explicitly and actively working to advance investment in underrepresented and equity-denied communities. Others do not yet systematically apply an equity lens in resource redistribution. As such, a goal in this category is to apply existing solutions and practices more evenly across departments and business units, bringing everyone into alignment and providing a more consistent experience for community members and organizations. A Community of Practice of City staff is in development to continue to advance this work.

On the subject of partnerships, the City's work with cultural communities in particular is in need of long-range planning and sustained investments to make it possible to build on the trust generated with communities and deliver on community priorities. Staff working with equity-

denied communities need unique support services in place. To reach the Target level 4 in this category, the City needs to consider how to more creatively use the skills, capacities and talents of staff to directly and positively impact equity-denied communities.

Category 13: Service Provision

Embed JEDI in the City's planning and development process and in all services provided to serve diverse residents by identifying systemic forms of discrimination and barriers to meaningful inclusion and rethinking and rebuilding policies, procedures and practices accordingly.

This category has not yet been assessed – this will be completed by departments in the next phase of work.

Category 14: Public Engagement and Customer Service

Integrate JEDI into public engagement and the provision of customer service.

Current Level: 2.5 → Target Level: 3

Recent progress: Traditionally, the City of Vancouver has treated all communities “equally”, providing the same level of customer service to all members of the public and treating everyone the same. In recent years, there has been growing recognition of the need to shift to an approach of equity, meaning designing unique interventions, engagement opportunities and services for specific communities. The Vancouver Plan piloted some approaches to specifically target equity-denied communities. The Language Access Policy and Accessibility Strategy (Phase 1) aim to remove barriers that specific communities face, in order to enable them to be in conversation with the City and access municipal services.

Next steps: To reach its target in this category, the City needs to build more consistent processes for how different departments engage and work with the public. There are lessons to be learned from the successes and failures of recent attempts at engagement with equity-denied groups. Continued efforts also need to be put towards increasing accessibility in the City's public processes, including attending to language needs and expanding tools and supports for communicating with persons with disabilities.

Category 15: Responsible Procurement

Embed a JEDI lens into finance practices including responsible and ethical procurement that values difference, actively attracts, develops and nurtures underrepresented suppliers.

Current Level: 3.5 → Target Level: 4

Recent progress: The City is performing relatively well in this category, with many structures already in place for continued progress in this area. In the past year, Supply Chain Management implemented a new sourcing and procurement software, allowing for the continued expansion of the City's repository of diverse suppliers through an online system, and eliminating inefficient manual processes for communicating with vendors. The City's Sustainable and Ethical Procurement program also continued operationalization of its Social Value Procurement Framework, making progress toward its targets to award 50% of contracts in value and number to Indigenous/social/diverse businesses. Through the federal government's Buyers

for Climate Action program, the City initiated collaboration with a coalition of large green buyers to accelerate green procurement.

Next steps: Although there are staff dedicated to working on central ethical and responsible procurement practices, attention needs to be paid to how processes are implemented across the organization. Currently, policies are applied unevenly. Educating all staff making purchasing decisions and embedding an equity lens into procurement practices across all business units are areas of opportunity for improvement. Additionally, the City as an organization will need to continue to work on making the procurement process more accessible to vendors of all sizes and backgrounds, with a particular focus on underrepresented suppliers for whom the current administrative process is a barrier.

SUMMARY OF PRIORITY CATEGORIES

Category 2: Leadership and Accountability

Staff will focus on engaging operational and frontline leaders and supervisors through targeted opportunities for equity leadership training. The City is striving to bring all leaders in the organization to a base level of equity leadership.

Category 5: Advancement and Retention

Staff will work to implement an organization-wide succession planning and talent management process that is attentive and responsive to the experiences and needs of staff from different identity groups.

Category 8: Assessment, Measurement and Research

Staff will develop an overall organizational strategy on assessment and measurement, identifying and using ethical, transparent and decolonial data collection principles and practices.

Category 9: Communications

Staff will develop a robust communications infrastructure that can reach staff across all levels, locations and functions, including operational, frontline and non-desk-based workers.

Category 10: Learning and Development

Staff will implement a multi-year, progressive, developmental JEDI curriculum and learning pathway and provide a baseline level of equity learning opportunities to all staff.

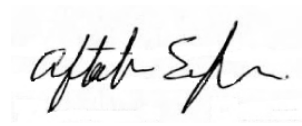
NEXT STEPS

The Equity Maturity Assessment exercise gives us a sobering and honest picture of where the City is at, and effectively illuminates the specific work that needs to be done in each category of action. While the Equity Office and the Equity Maturity Assessment project team have led this exercise, the implementation of the actions are only possible through the participation of many City staff across many departments. The project team is now working to communicate the findings of the Assessment and coordinate action in each GDEIB category. The next steps are to:

- Create a central internal inventory to track ongoing initiatives related to equity at the City of Vancouver
- Build a dashboard to monitor key metrics and assess progress and impacts in each category
- Work with departments and key staff to prioritize appropriate actions to achieve the goals in each category
- Build actions into work plans for departments and individuals
- Develop a toolkit and work with departments to undertake assessment of Category 13
- Update status of actions in dashboard

In one year, staff will report back to Council with another update.

In three years, the Equity Maturity Assessment exercise will be repeated in order to evaluate the organization's growth and progress over time and set new targets.

A handwritten signature in black ink, appearing to read 'aftab Erfan'.

Aftab Erfan (she/her/hers)
Chief Equity Officer
Aftab.Erfan@vancouver.ca
Ph: 604.873.7776

APPENDIX A:

Global Diversity, Equity and Inclusion Benchmarks, adapted for the City of Vancouver

CATEGORY 1: VISION, STRATEGY AND RATIONALE

Current Level: 2.5 → Target Level: 3

LEVEL 5: BEST PRACTICE

- ☐ **1.1** JEDI strategy is an integral part of the City's overall strategy (e.g. annual Corporate Plan) and is reflected in vision, values, policies, and practices.
- ☐ **1.2** JEDI is embedded in the City's culture as a core value, a source of innovation, and a means to belonging, sustainability, and success.
- ☐ **1.3** The City is frequently acknowledged, cited, and benchmarked by others for its JEDI accomplishments.
- ☐ **1.4** The City is proactive and responsive to JEDI challenges that are faced by society, including but not limited to political and economic trends, and recognizes that it replicated many aspects of the society in which it operates.
- ☐ **1.5** The City continues to strive for excellence and is known for its pioneering JEDI initiatives that help change the patterns which perpetuate systemic oppression.
- ☐ **1.6** The City's strategy includes numerical goals resulting in equitable representation of underrepresented groups across functions and levels.

LEVEL 4: PROGRESSIVE

- ☐ **1.7** The City's JEDI vision and goals to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression are part of the City's strategy (e.g. annual Corporate Plan).
- ☐ **1.8** The majority of City and Union leaders acknowledge that JEDI is important to the success of the City.
- ☐ **1.9** JEDI competencies that help achieve the JEDI strategy are demonstrated by most leaders and a majority of employees.
- ☐ **1.10** The City has examined its organizational culture and created strategies to eliminate inequities and reduce barriers to inclusion.

☐ **1.11** JEDI qualitative and quantitative goals are developed with the help of new technologies and algorithms that include input from a variety of interested parties.

☐ **1.12** The City invests in ethical artificial intelligence to ensure that barriers to inclusion and equity are minimized.

LEVEL 3: PROACTIVE

☐ **1.13** A JEDI vision, mission, strategy, rationale, and overall framework has been developed and communicated to all employees.

☐ **1.14** JEDI is defined broadly to include visible, non-visible, inherent, and acquired dimensions.

☐ **1.15** JEDI qualitative and quantitative goals that include input from a variety of interested parties (internal and external) are being developed.

☐ **1.16** Compliance with legislation that protects human rights and ensures safe workplaces is included in the strategy.

LEVEL 2: REACTIVE

☐ **1.17** A basic JEDI vision, mission, and strategy have been developed and communicated to all employees.

☐ **1.18** JEDI is defined broadly to include some dimensions beyond gender, race, and ethnicity.

☐ **1.19** Compliance with basic legislation is in place.

LEVEL 1: INACTIVE

☐ **1.20** There is no JEDI vision, mission, strategy, goals, policies, principles, or program.

CATEGORY 2: LEADERSHIP AND ACCOUNTABILITY *[Priority Area]*

Current Level: 2



Target Level: 3

LEVEL 5: BEST PRACTICE

- ☐ **2.1** Leaders are change agents and role models for JEDI. They inspire others to take individual responsibility and become role models themselves.
- ☐ **2.2** A large majority of employees across a wide array of diversity dimensions rate their leaders as trustworthy, citing equitable and inclusive treatment.
- ☐ **2.3** The City Leadership Team publicly supports JEDI-related initiatives, even if they are perceived to be controversial or come with personal risk.
- ☐ **2.4** Leaders ensure that JEDI is systemic, sustainable, and involves cross-departmental collaboration.
- ☐ **2.5** Leaders take accountability for JEDI, help create both a psychologically and physically safe workplace, and accept consequences for their actions.

LEVEL 4: PROGRESSIVE

- ☐ **2.6** Leaders promote JEDI initiatives, communicate the strategy, and provide recognition for JEDI champions and advocates.
- ☐ **2.7** Leaders are diverse, engaged in JEDI issues, and accountable for achieving the JEDI strategy.
- ☐ **2.8** Leaders are competent in applying conflict resolution skills to resolve JEDI-related grievances and challenges.
- ☐ **2.9** Leaders are rewarded for demonstrating high competency in JEDI.

LEVEL 3: PROACTIVE

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

LEVEL 2: REACTIVE

- ☐ **2.13** Leaders are generally unfamiliar or uncomfortable with JEDI.
- ☐ **2.14** Although leaders accept some responsibility for JEDI, the focus is mainly on complying with regulations.
- ☐ **2.15** Leaders defer regularly to Human Resources or Legal Services when concerns regarding JEDI are observed or reported.

LEVEL 1: INACTIVE

- ☐ **2.16** There is no leadership involvement or accountability for JEDI.
- ☐ **2.17** Leaders do not see differences as opportunities for enrichment, progress, and success.

CATEGORY 3: STRUCTURE AND IMPLEMENTATION

Current Level: 3



Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **3.1** The most senior person responsible for JEDI is an equal and influential partner on the City Leadership Team.
- ☐ **3.2** JEDI is integrated into the City's core structures, policies, systems, and practices.
- ☐ **3.3** Diversity is reflected equitably in all levels and functions.
- ☐ **3.4** Inclusive/universal design of buildings, products, services, and emerging technologies ensures accessibility for all.
- ☐ **3.5** The City's governance structure is supported by inclusive practices to mitigate concentrations of power and dominance.
- ☐ **3.6** The City ensures that structures for appointed and elected positions (for example in Employee Resource Groups, grant evaluation and selection committees, and community steering and advisory committees) are fair and equitable.

LEVEL 4: PROGRESSIVE

- ☐ **3.7** City Council/Park Board has a sub-committee(s) dedicated to JEDI.
- ☐ **3.8** The City provides resources, staffing, and support to help ensure implementation of its JEDI strategy.
- ☐ **3.9** The JEDI function (Equity Office) is headed by an influential leader who is knowledgeable about and committed to JEDI.
- ☐ **3.10** A City-wide JEDI council/committee (Equity Council), which includes staff across ranks and departments, is given visible and meaningful support by leaders.
- ☐ **3.11** Employee Resource Groups are recognized as credible, influential, and valued resources to the City. They sometimes coordinate in recognition of their intersectionality.
- ☐ **3.12** All departments/business units collaborate to ensure a holistic and integrated approach to JEDI.

LEVEL 3: PROACTIVE

- ☐ **3.13** The City has a JEDI champion/leader with responsibility for JEDI.
- ☐ **3.14** Departments have their own JEDI councils/committees.
- ☐ **3.15** A budget has been allocated to cover JEDI implementation, including support for Employee Resource Groups.
- ☐ **3.16** Labour unions are engaged and included in JEDI efforts.
- ☐ **3.17** Members of the JEDI department or function (Equity Office) are called upon for advice, counsel, and expertise.

LEVEL 2: REACTIVE

- ☐ **3.18** JEDI is simply an additional duty of Human Resources, Legal Services, or other department.
- ☐ **3.19** Employee Resource Groups and JEDI committees may exist, but they have no real power, influence, or resources.

LEVEL 1: INACTIVE

- ☐ **3.20** The City has no structure, policy, or budget for JEDI.
- ☐ **3.21** No one at the City has formal responsibility for JEDI.

CATEGORY 4: RECRUITMENT

Current Level: 2.5 → Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **4.1** The City's attraction and hiring processes result in measurable, transparent, and equitable recruitment.
- ☐ **4.2** The City's reputation for quality efforts to advance equity enhances its ability to attract underrepresented employees.
- ☐ **4.3** When technological solutions are used for recruitment, the City implements practices to minimize or remove algorithmic bias.
- ☐ **4.4** The City conducts regular evaluations of recruiting practices to ensure that candidates from different groups and identities are given equitable opportunities.
- ☐ **4.5** There are clear measures of success throughout the recruitment process, such as the percentage of underrepresented applicants at each stage.

LEVEL 4: PROGRESSIVE

- ☐ **4.6** The City effectively recruits from representative labour markets.
- ☐ **4.7** Recruitment includes advertising on JEDI-focused websites and in a variety of other media.
- ☐ **4.8** Recruitment and selection panels are diverse and knowledgeable about recruiting processes and in mitigating biases.

LEVEL 3: PROACTIVE

- ☐ **4.9** Interviewers conduct culturally competent interviews.
- ☐ **4.10** Staff are hired for their competence and their ability to bring diverse perspectives to the work and not only because they are from an underrepresented identity group.
- ☐ **4.11** The City's advertisements and/or recruitment outreach efforts reach broad pools of diverse talent.
- ☐ **4.12** External search firms are selected based in part on their expertise in diversity recruiting.

LEVEL 2: REACTIVE

- ☐ **4.13** Recruitment is based primarily on representation to meet numerical goals or targets.
- ☐ **4.14** Recruitment practices do not include sourcing diverse candidates from underrepresented groups.
- ☐ **4.15** Interviewers do not consider how people from different cultures and backgrounds may respond to interview questions and methods.

LEVEL 1: INACTIVE

- ☐ **4.16** There is no effort to recruit employees from underrepresented groups.
- ☐ **4.17** Other than a short statement that the City has an equal opportunity or similar policy, there is no mention of JEDI in the City's recruitment practices.

CATEGORY 5: ADVANCEMENT AND RETENTION *[Priority Area]*

Current Level: 1.5 → Target Level: 3

LEVEL 5: BEST PRACTICE

- ☐ **5.1** The City's talent management, advancement, and retention processes result in equitable treatment of employees.
- ☐ **5.2** Diverse employees hold positions at all levels and functions to ensure equitable representation.
- ☐ **5.3** The City's reputation for quality JEDI initiatives enhances its ability to retain and advance diverse employees.
- ☐ **5.4** The pool of candidates in the City's succession plan is diverse along multiple dimensions and prioritizes underrepresented groups.
- ☐ **5.5** Turnover is at an acceptable rate. Adverse impact, unfairness, and discrimination are not the primary cause of turnover.
- ☐ **5.6** The onboarding process results in all new employees feeling valued and included.

LEVEL 4: PROGRESSIVE

- ☐ **5.7** The City's talent management plan emphasizes retention of underrepresented employees at most levels and in most functions.
- ☐ **5.8** All employees are encouraged to consider advancement opportunities and positions outside their current functional, technical, or professional area.
- ☐ **5.9** The City counteracts bias in advancement and develops practices to overcome inequities.
- ☐ **5.10** The City has established mentoring and/or coaching processes to help ensure advancement and retention.
- ☐ **5.11** The City conducts regular stay and exit interviews to understand its culture of inclusion and belonging.

LEVEL 3: PROACTIVE

- ☐ **5.12** An onboarding process is beginning to show effectiveness at integrating underrepresented employees into the organization.
- ☐ **5.13** The workforce is beginning to reflect the diversity found in the organization's labour markets.
- ☐ **5.14** Turnover is actively and regularly tracked with exit interviews to understand JEDI issues and remove barriers to retention.
- ☐ **5.15** The City offers a variety of advancement opportunities responsive to diverse needs.
- ☐ **5.16** The City addresses conscious and unconscious bias in its entire talent development processes.

LEVEL 2: REACTIVE

- ☐ **5.17** Advancement and promotion processes are based primarily on representation to meet numerical or equity goals or targets.

LEVEL 1: INACTIVE

- ☐ **5.18** There is no effort to advance or retain employees from underrepresented groups at any level.
- ☐ **5.19** The entire talent management process is not sensitive to cultural and other difference.

CATEGORY 6: JOB DESIGN, CLASSIFICATION

Current Level: 3



Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **6.1** The City maintains equitable job design, classification, and compensation practices.
- ☐ **6.2** Jobs are designed to ensure that roles and responsibilities support work/life integration and decent work for all.
- ☐ **6.3** Regular reviews of pay differentials are conducted and discrepancies between underrepresented groups and dominant groups are eliminated.
- ☐ **6.4** Performance reviews, pay, salary merit increases, and promotions are tied to a variety of JEDI measures.

LEVEL 4: PROGRESSIVE

- ☐ **6.5** Classification and compensation systems are regularly reviewed to address inequities.
- ☐ **6.6** There are measures in place to ensure that the role, authority, decision making, and benefits of a job do not change when a member of an underrepresented group is appointed.
- ☐ **6.7** Employees are paid for performance and outcomes rather than attendance.
- ☐ **6.8** Job requirements and descriptions are clear and not confused with non-job-related factors, especially those based on preferences and biases.
- ☐ **6.9** Job design accommodates employees' need for part time or flexible work, working non-standard hours, working remotely, and taking leave for personal or other reasons.

LEVEL 3: PROACTIVE

- ☐ **6.10** The City pays wages that exceed the legal provincial minimum wage.
- ☐ **6.11** Work and job roles are designed to align individual talents and needs with the City's requirements.
- ☐ **6.12** Job classification and compensation systems are understood by most employees.
- ☐ **6.13** The City has standardized job designs to minimize subjectivity and ensure equity.

LEVEL 2: REACTIVE

- ☐ **6.14** Some written procedures exist for classifying jobs and determining compensation, but these are frequently determined by supervisors' personal preferences.
- ☐ **6.15** Pay equity is measured and audited only if required by law.
- ☐ **6.16** The City adheres to provincial minimum wage levels.
- ☐ **6.17** Based on stereotypes involving Indigeneity, language, gender, age, race, culture or disability, some jobs are thought to be a "better fit" for members of certain groups.

LEVEL 1: INACTIVE

- ☐ **6.18** The City lacks methods for classifying jobs, determining compensation, and assessing pay.

CATEGORY 7: WORK-LIFE INTEGRATION, FLEXIBILITY AND BENEFITS

Current Level: 2 (Unionized)
4 (Exempt)

→ Target Level: 4 (All)

LEVEL 5: BEST PRACTICE

- ☐ **7.1** The City's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights.
- ☐ **7.2** A comprehensive range of flexible benefits and services, including education, counselling, and physical and mental health services are provided equitably to all employees whether permanent or temporary.
- ☐ **7.3** The City gives benefits to part-time and temporary employees.
- ☐ **7.4** All leaders model and encourage work-life integration.
- ☐ **7.5** Working part-time, job sharing, working remotely, and other flexible work arrangements are available for all appropriate positions and levels.
- ☐ **7.6** Benefits and services are regularly adapted to changing conditions such as pandemics and natural disasters, and technological breakthroughs.

LEVEL 4: PROGRESSIVE

- ☐ **7.7** Policies and practices guard against favouritism and are communicated and applied equitably across the City in a culturally sensitive way.
- ☐ **7.8** An inclusive concept of family that is 2SLGBTQ+ friendly, multicultural and non-patriarchal guides family-friendly policies including childcare, eldercare, and emergency care.
- ☐ **7.9** Paid leave beyond what is legally required is provided and used. The definition of family is inclusive. This may include caregiving for partners, children, and adult dependents or bereavement for extended families.
- ☐ **7.10** Using flexible work arrangements does not negatively impact employee performance, evaluation, advancement, or benefits.
- ☐ **7.11** Facilities and accommodations for meditation, religious practices, breastfeeding, and other needs are provided.
- ☐ **7.12** Technology support for mobility, disabilities, mental health, and flexible work arrangements are available for employees.

LEVEL 3: PROACTIVE

- ☐ **7.13** The City's organizational culture equitably treats those who work flexible schedules.
- ☐ **7.14** Religious practices, cultural celebrations, and holidays are accommodated, even when they are not the practices of the dominant culture.
- ☐ **7.15** Flexibility in personal appearance and designing one's workspace are accepted if done in a non-offensive manner and under an agreed upon policy.

LEVEL 2: REACTIVE

- ☐ **7.16** Benefit programs generally are "one-size-fits-all" and their value or relevance to employees is not monitored.
- ☐ **7.17** Work schedules are generally traditional, inflexible, or compliance driven.
- ☐ **7.18** Flexibility may be applied inconsistently or perceived as favouritism.

LEVEL 1: INACTIVE

- ☐ **7.19** There is no provision for childcare and family needs, schedule flexibility, or work leave other than what is legally required.

CATEGORY 8: ASSESSMENT, MEASUREMENT AND RESEARCH *[Priority Area]*

Current Level: 1.5 → Target Level: 3

LEVEL 5: BEST PRACTICE

- ☐ **8.1** In-depth JEDI assessments are regularly conducted on the City overall and within departments, and the results are incorporated into strategy and implementation.
- ☐ **8.2** The City regularly reports and reviews progress against benchmarks and has consistently demonstrated significant improvements in meeting JEDI goals over several years.
- ☐ **8.3** The City is known for its investment in JEDI research and the impact of research on organizational performance.
- ☐ **8.4** A reputational risk assessment including several JEDI issues, such as colonialism, racism, sexism, homophobia, harassment, disability discrimination, and other forms of discrimination, is regularly conducted.
- ☐ **8.5** The City ensures that the design of its assessment, measurement, and research incorporate JEDI perspectives.

LEVEL 4: PROGRESSIVE

- ☐ **8.6** Integrated, multiple approaches to monitoring and evaluating JEDI goals are implemented to track their impact, outcomes, and effectiveness.
- ☐ **8.7** The City invests in research to study JEDI for both internal and external purposes.
- ☐ **8.8** JEDI measurement is integrated into assessment tools, such as engagement surveys or cultural audits.
- ☐ **8.9** All employees are measured on their performance, which includes JEDI goals and equity leadership competencies.
- ☐ **8.10** Information from all assessments from employees, former employees, and community members and organizations shape future JEDI initiatives.
- ☐ **8.11** Culturally competent artificial intelligence is used to identify and minimize bias in assessment tools.
- ☐ **8.12** All assessments at the City have been reviewed from a JEDI perspective and work to counteract bias.

LEVEL 3: PROACTIVE

- ☐ **8.13** Employees regard JEDI measurements as credible and they participate willingly in assessment, measurement, and research.
- ☐ **8.14** Cultural audits, assessments, and surveys take into account such issues as language, education levels, complexity, and accessibility.
- ☐ **8.15** Data are sorted by self-identified characteristics and diversity dimensions to increase the City's learnings about employee groups.
- ☐ **8.16** The City regularly conducts a census of employee demographics and monitors representation throughout the organization.
- ☐ **8.17** The principles of self-identification for use in collection of employee information is clear, applied ethically, and agreed-upon by all impacted parties.

LEVEL 2: REACTIVE

- ☐ **8.18** Representation of groups of some diversity dimensions are monitored, but only if required by law.
- ☐ **8.19** Measurements are primarily based on past indicators, such as turnover, lawsuits, and complaints.

LEVEL 1: INACTIVE

- ☐ **8.20** There are no assessments to gather information about underrepresented employee or customer needs and concerns.
- ☐ **8.21** There is no effort to evaluate or monitor JEDI-related issues or progress.

CATEGORY 9: COMMUNICATIONS *[Priority Area]*

Current Level: 2.5 → Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **9.1** The City is known for its high-quality JEDI initiatives that are regularly communicated internally and externally enhancing the City's reputation.
- ☐ **9.2** JEDI content is easily and quickly located on the City's public and staff websites. Information is thorough, regularly updated, and fully accessible.
- ☐ **9.3** The City has made and communicated a policy on the use of inclusive language on Indigeneity, race and ethnicity, gender, gender identity, and gender expression, sexual orientation, disability, and other dimensions.
- ☐ **9.4** The City uses bold and transparent communication in naming and dealing with challenging issues such as colonialism, racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.
- ☐ **9.5** The City uses live and accurate translation services to ensure accessibility and linguistic inclusion.

LEVEL 4: PROGRESSIVE

- ☐ **9.6** The purposes of JEDI initiatives are clearly stated, and communication strategies are adapted for different community groups.
- ☐ **9.7** Information on JEDI is sent frequently and systematically through a variety of channels to employees, community members, and community organizations.
- ☐ **9.8** Communications professionals and speechwriters are knowledgeable about JEDI and they include JEDI messages in general communications.
- ☐ **9.9** The City has an ethical framework to leverage social media in both internal and external communication platforms.
- ☐ **9.10** The City proactively addresses socially-charged issues and events related to JEDI internally and externally, including on social media.

LEVEL 3: PROACTIVE

- ☐ **9.11** The City integrates JEDI into many aspects of communication.
- ☐ **9.12** The City encourages employees to discuss JEDI and provide input to the organization's initiatives.
- ☐ **9.13** The City enables employees to indicate gender pronouns, if desired, on email signatures and other written communication.
- ☐ **9.14** Translations and other accessible formats are provided when needed. Communication is location-sensitive across worksite and neighbourhoods, dialects, and languages, including braille, sign language, and closed captioning.

LEVEL 2: REACTIVE

- ☐ **9.15** JEDI communication is done solely to remind or educate employees about adhering to policy and compliance requirements.
- ☐ **9.16** Most JEDI communication is disseminated by councils/ committees or Employee Resource Groups rather than through the City's regular channels and therefore is sometimes seen as not officially endorsed by the organization.
- ☐ **9.17** Language translations are only provided when legally required.

LEVEL 1: INACTIVE

- ☐ **9.18** There is no explicit communication about JEDI.
- ☐ **9.19** Discussions on JEDI are perceived to be risky and are avoided.

CATEGORY 10: LEARNING AND DEVELOPMENT *[Priority Area]*

Current Level: 2.5 → Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **10.1** JEDI is integrated into all learning offered internally and externally.
- ☐ **10.2** JEDI learning programs result in behaviour change that advances the City's strategy and enhances inclusion and equity.
- ☐ **10.3** Learning and education addresses colonialism, racism, anti-racism, sexism, white supremacy, privilege, internalized oppression, classism/casteism, homophobia, transphobia, religious bias, disabilities, mental health awareness, and other issues.
- ☐ **10.4** Development through involvement in high-profile projects is transparent and encouraged for underrepresented groups.

LEVEL 4: PROGRESSIVE

- ☐ **10.5** JEDI practitioners, experts in learning methods and intercultural education, members of Employee Resource Groups, and organizational leaders are involved in the design, development, delivery, workplace application, and evaluation of JEDI learning and education.
- ☐ **10.6** JEDI content is adapted and customized to the local environment, cultural nuances, languages, and social and political realities.
- ☐ **10.7** JEDI learning and education involves ongoing, multi-year, developmental curricula.
- ☐ **10.8** All employees and key external community members and organizations are educated on the importance of equity and ways to mitigate and remove discrimination and bias.
- ☐ **10.9** The City provides training to both current and new suppliers on how to engage and access supplier opportunities.
- ☐ **10.10** A variety of innovative JEDI tools including micro-learning, chatbots, gaming, social media, blended learning, coaching, physical classrooms and virtual platforms, and instructor-led learning, are accessible to all employees regardless of level, location, or function.

LEVEL 3: PROACTIVE

- ☐ **10.11** Employees are exposed to and actively seek engagement across City functions, as well as externally with diverse markets and community groups.
- ☐ **10.12** Experiential learning, including virtual reality and simulations, is used to help employees experience different identities and learn how to best respond to JEDI situations.
- ☐ **10.13** The City ensures that all staff are able to fully participate in virtual meetings, innovative learning methods, and the use of technology.
- ☐ **10.14** All employees and, if needed, their families, receive cultural awareness training when working with Indigenous communities and other ethnic groups.
- ☐ **10.15** The City encourages cultural celebrations and organization-wide activities that combine social interaction with JEDI learning.
- ☐ **10.16** When possible all training sessions are populated with a diverse group of learners to offer an experience of working with others who represent different diversity dimensions.

LEVEL 2: REACTIVE

- ☐ **10.17** JEDI learning is brief and focused only on educating employees about policies, meeting legal requirements, or addressing inappropriate language or labels.
- ☐ **10.18** JEDI programs are primarily packaged and are not tailored for local and specific cultural needs and issues.
- ☐ **10.19** Learning programs may be offered in reaction to special dates such as women's or pride month, with no linkage to strategy.

LEVEL 1: INACTIVE

- ☐ **10.20** There are no formal JEDI learning or educational activities.

CATEGORY 11: CONNECTING JEDI AND SUSTAINABILITY

Current Level: 2.5 → Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **11.1** JEDI is seen as integral to the sustainability of the City and its community members. Sustainability is fully integrated into JEDI strategies/initiatives.
- ☐ **11.2** The City has evidence that its sustainability and JEDI initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected.
- ☐ **11.3** The City takes a leadership role in influencing and supporting the connection of JEDI and sustainability initiatives locally and globally including being a champion of Environmental, Social, and Governance (ESG) dimensions or factors, and the UN's Sustainable Development Goals.
- ☐ **11.4** The City adapts its sustainability strategy, policies, and practices based on collaboration with diverse community groups.
- ☐ **11.5** The City's public reporting on sustainability integrates its performance on JEDI and includes an accurate assessment of its challenges.

LEVEL 4: PROGRESSIVE

- ☐ **11.6** Innovative digital technologies contribute to the City's commitment to ESG and the UN's Sustainable Development Goals.
- ☐ **11.7** The City has a sustainability strategy, which recognizes the link between equity and sustainability.
- ☐ **11.8** JEDI leaders partner with the City's sustainability initiative. Likewise, sustainability leaders partner with the JEDI initiative.
- ☐ **11.9** The City's sustainability data are analyzed and sorted to enable reviewers to determine the impact on diverse groups.
- ☐ **11.10** The City financially supports JEDI and sustainability initiatives, whether global, regional, or local.

LEVEL 3: PROACTIVE

- ☐ **11.11** The sustainability strategy proactively and specifically calls for the integration of di-verse voices and perspectives.
- ☐ **11.12** JEDI and sustainability professionals receive learning and education to keep up to date with developments both in sustainability and JEDI.

LEVEL 2: REACTIVE

- ☐ **11.13** There is a superficial effort to connect JEDI and the City's sustainability goals.

LEVEL 1: INACTIVE

- ☐ **11.14** There is no sustainability function or no organizational connection between JEDI and sustainability.

CATEGORY 12: PARTNERSHIPS AND GRANTS

Current Level: 2.5 → Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **12.1** The City is explicit in living its JEDI values and actively supports, invests in, and advocates for JEDI-related initiatives in the community, government, and society at large.
- ☐ **12.2** The City takes bold stands in word and action on societal issues related to achieving equity and justice for equity-denied people, such as #BlackLivesMatter, #MeToo, #Genderbasedviolence, #UnitedAgainstRacism, and #Standup4humanrights.
- ☐ **12.3** The City has addressed and atoned for any past behaviours and policies with regard to the mistreatment of people.
- ☐ **12.4** The City helps its community by promoting economic growth, addressing income inequality and groups that have been historically denied equity.
- ☐ **12.5** The City encourages employee volunteerism in community projects by providing time off and/or compensation and rewards where appropriate.

LEVEL 4: PROGRESSIVE

- ☐ **12.6** The City's philanthropy and social responsibility strategies promote JEDI.
- ☐ **12.7** The City's community investment supports those most in need.
- ☐ **12.8** The City supports scholarship, paid internship programs and/or apprenticeships for underrepresented populations.
- ☐ **12.9** Employees are encouraged to volunteer in their community. In some cases, the City "loans" them to work for community organizations or matches their volunteer hours with monetary contributions.
- ☐ **12.10** Community development plans are designed in collaboration with diverse groups, including those from underrepresented or equity-denied groups.
- ☐ **12.11** The City uses objective criteria to fund non profit organizations to ensure that bias in philanthropy is mitigated.

LEVEL 3: PROACTIVE

- ☐ **12.12** The City partners with other organizations that work to advance the rights of underrepresented or equity-denied groups in the community.
- ☐ **12.13** The City supports JEDI publicly when exclusionary and discriminatory actions occur in the community or society at large.
- ☐ **12.14** Individuals who have made a significant difference with JEDI in their communities are recognized and honoured by the City.

LEVEL 2: REACTIVE

- ☐ **12.15** There is some involvement in or support for societal JEDI issues but only if considered non-controversial.
- ☐ **12.16** There is some support for the community, schools, and/or local government projects, primarily for public relations purposes.

LEVEL 1: INACTIVE

- ☐ **12.17** There is no involvement or support provided to community, government, and societal initiatives related to JEDI.
- ☐ **12.18** The organization has no philanthropy.

CATEGORY 13: SERVICE PROVISION

This category has not yet been assessed – this will be completed by departments in the next phase of work.

LEVEL 5: BEST PRACTICE

- ☐ **13.1** The City successfully leverages diverse teams, including Employee Resource Groups, residents, partners, community members, community organizations, and other interested parties, to improve its planning and development process, the built environment, and its services.
- ☐ **13.2** Space and service planning prioritizes equity, diversity and accessibility from the start. The City doesn't merely adapt to developments or services first created for the dominant group or culture.
- ☐ **13.3** The City contributes to equity by creating spaces and services that advance social and economic progress.
- ☐ **13.4** Humane and ethical technology is used to ensure access and equity, for example in inclusive facial recognition systems.
- ☐ **13.5** Voice and facial recognition software is sensitive to accents, dialects, gender, race/ethnicity, age, and other characteristics.

LEVEL 4: PROGRESSIVE

- ☐ **13.6** Changes in demographics, values, and behaviours of community members are researched, anticipated, and addressed.
- ☐ **13.7** Culturally responsive services, such as engaging a traditional healer and gender-inclusive bathrooms are accepted and provided. Access to all services is provided without fear and regardless of migration status.
- ☐ **13.8** The City leverages diverse teams to improve the quality and innovation of spaces and services.

LEVEL 3: PROACTIVE

- ☐ **13.9** Spaces and services are analyzed for their value to current and potential users and are tailored appropriately.
- ☐ **13.10** Staff and/or consultants with expertise in JEDI are involved in the planning and development of spaces and services.
- ☐ **13.11** Research and community engagement help analyze how different community and user groups and cultures may perceive, value, and use the City's spaces and services.
- ☐ **13.12** Accessibility for persons with disabilities is routinely considered in the planning, development, and delivery of facilities, infrastructure, and services.

LEVEL 2: REACTIVE

- ☐ **13.13** There is limited interest in developing or altering spaces and services based on user preferences, needs, or demographics.
- ☐ **13.14** Only when required by law is there adaptation of spaces and services for accessibility.

LEVEL 1: INACTIVE

- ☐ **13.15** No effort is made to adapt spaces or services for diverse users.
- ☐ **13.16** Planning and development teams are mostly homogenous.

CATEGORY 14: PUBLIC ENGAGEMENT AND CUSTOMER SERVICE

Current Level: 2.5 → Target Level: 3

LEVEL 5: BEST PRACTICE

- ☐ **14.1** The City uses advanced and unbiased analysis techniques to understand and respond to the diversity of residents and community members, including nuances of intersectionality.
- ☐ **14.2** Artificial intelligence-based customer service applications, such as personal assistants, are programmed to speak to people in ways they prefer and can understand, such as gender, language, accent, and dialect.
- ☐ **14.3** Engagement strategies developed for specific communities are tracked to ensure they are culturally relevant and valued.
- ☐ **14.4** While outside JEDI expertise may also be sought, the City leverages the public engagement, distribution, and customer service expertise of its diverse staff

LEVEL 4: PROGRESSIVE

- ☐ **14.5** The City successfully incorporates engagement, communication, and distribution strategies to meet the needs of diverse residents and community members.
- ☐ **14.6** All printed and digital public materials, including images and language are reflective of the City's commitment to JEDI.
- ☐ **14.7** Public materials and all customer contact methods promote positive role models and do not perpetuate stereotypes.
- ☐ **14.8** Public-facing customer and community service teams are interculturally competent and can adapt and work effectively with customers from many backgrounds.
- ☐ **14.9** All customer service processes are fully accessible.

LEVEL 3: PROACTIVE

- ☐ **14.10** Diverse groups of customers and potential customers are surveyed to help shape engagement, distribution, and customer service strategies.
- ☐ **14.11** Pilot projects include diverse groups.
- ☐ **14.12** Inclusion of various diversity dimensions is a strong consideration in staffing community and customer service.
- ☐ **14.13** Public print and digital materials represent and reflect diverse markets.

LEVEL 2: REACTIVE

- ☐ **14.14** The City only recognizes broad differences among its customers, such as young and old or men and women.
- ☐ **14.15** Even if services are marketed differently to different groups, the public communications are not culturally sensitive.
- ☐ **14.16** Customer service and public engagement are accessible for persons with disabilities only where required by law.

LEVEL 1: INACTIVE

- ☐ **14.17** No oversight exists to ensure that public communications do not perpetuate stereotypes.
- ☐ **14.18** There are no engagement or customer service initiatives to serve the diverse needs of residents and community members.

CATEGORY 15: RESPONSIBLE PROCUREMENT

Current Level: 3.5



Target Level: 4

LEVEL 5: BEST PRACTICE

- ☐ **15.1** The City has embedded JEDI in its responsible and ethical procurement as evidenced by its policies, systems, and inclusive practices.
- ☐ **15.2** The City treats its suppliers with respect and dignity, pays them in a timely manner and collaborates with them to make the supply process work for all.
- ☐ **15.3** The economic benefit of responsible procurement to the community is measured and reported.
- ☐ **15.4** The City's suppliers provide evidence that both they and their suppliers achieve their own JEDI goals in community projects by providing time off and/or compensation and rewards where appropriate.

LEVEL 4: PROGRESSIVE

- ☐ **15.5** The City allocates a specific amount of what it spends on essential and non-essential goods and services from underrepresented suppliers.
- ☐ **15.6** The City is proactive in seeking and attracting underrepresented groups by informing both potential and established suppliers about business opportunities.
- ☐ **15.7** JEDI criteria are included in the supplier selection process and given weight in decision-making.
- ☐ **15.8** Checks and balances are built into the responsible and ethical procurement process to counteract the impact of unconscious bias and discrimination.
- ☐ **15.9** Educational support and coaching is provided to underrepresented suppliers to help them be competitive.
- ☐ **15.10** The City publishes information about its annual expenditures with underrepresented suppliers including progress against goals, and successful contracting rates.

LEVEL 3: PROACTIVE

- ☐ **15.11** All staff responsible for procurement are provided with JEDI education and are held accountable for achieving responsible sourcing and purchasing goals.

☐ **15.12** The City's supplier database includes information about the diversity of owners and employees that supply goods or services.

☐ **15.13** The City uses the services of organizations globally /nationally/locally that certify or accredit businesses owned by underrepresented suppliers and that regulate Fair Trade.

☐ **15.14** The City seeks opportunities to engage with and inform underrepresented suppliers that their business is welcomed.

LEVEL 2: REACTIVE

☐ **15.15** Engaging in JEDI may be a supply proposal criterion, but it is given minimal importance.

☐ **15.16** There is some attempt to include a few underrepresented suppliers, but primarily for small, one-time, or low-fee contracts or because it is required by law.

LEVEL 1: INACTIVE

☐ **15.17** No consideration is given to JEDI when determining suppliers.

☐ **15.18** There is no recognition of the value that underrepresented suppliers could bring to the City.

APPENDIX B:

GDEIB Assessment Checklist Tool

Sample for Category 1: Vision, Strategy and Rationale

Instructions for Completing the Checklist

For each category:

1. Please review the benchmarks.
2. Please fill in the square (□) for ALL items you agree are mostly true in your organization. No organization is perfect. Therefore, fill in the square if you agree that the item is generally true.
3. If you are confused or are uncertain, place a question mark (?) in the square.
4. If you believe the item is untrue or mostly untrue, do not fill in the square; leave it open.

We estimate this Checklist will take you approximately 5 minutes to complete.

LEVEL 5: BEST PRACTICE

- ☐ **1.1** JEDI strategy is an integral part of the City's overall strategy (e.g. annual Corporate Plan) and is reflected in vision, values, policies, and practices.
- ☐ **1.2** JEDI is embedded in the City's culture as a core value, a source of innovation, and a means to belonging, sustainability, and success.
- ☐ **1.3** The City is frequently acknowledged, cited, and benchmarked by others for its JEDI accomplishments.
- ☐ **1.4** The City is proactive and responsive to JEDI challenges that are faced by society, including but not limited to political and economic trends, and recognizes that it replicated many aspects of the society in which it operates.
- ☐ **1.5** The City continues to strive for excellence and is known for its pioneering JEDI initiatives that help change the patterns which perpetuate systemic oppression.
- ☐ **1.6** The City's strategy includes numerical goals resulting in equitable representation of underrepresented groups across functions and levels.

LEVEL 4: PROGRESSIVE

- ☐ **1.7** The City's JEDI vision and goals to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression are part of the City's strategy (e.g. annual Corporate Plan).
- ☐ **1.8** The majority of City and Union leaders acknowledge that JEDI is important to the success of the City.
- ☐ **1.9** JEDI competencies that help achieve the JEDI strategy are demonstrated by most leaders and a majority of employees.

- ☐ **1.10** The City has examined its organizational culture and created strategies to eliminate inequities and reduce barriers to inclusion.
- ☐ **1.11** JEDI qualitative and quantitative goals are developed with the help of new technologies and algorithms that include input from a variety of interested parties.
- ☐ **1.12** The City invests in ethical artificial intelligence to ensure that barriers to inclusion and equity are minimized.

LEVEL 3: PROACTIVE

- ☐ **1.13** A JEDI vision, mission, strategy, rationale, and overall framework has been developed and communicated to all employees.
- ☐ **1.14** JEDI is defined broadly to include visible, non-visible, inherent, and acquired dimensions.
- ☐ **1.15** JEDI qualitative and quantitative goals that include input from a variety of interested parties (internal and external) are being developed.
- ☐ **1.16** Compliance with legislation that protects human rights and ensures safe workplaces is included in the strategy.

LEVEL 2: REACTIVE

- ☐ **1.17** A basic JEDI vision, mission, and strategy have been developed and communicated to all employees.
- ☐ **1.18** JEDI is defined broadly to include some dimensions beyond gender, race, and ethnicity.
- ☐ **1.19** Compliance with basic legislation is in place.

LEVEL 1: INACTIVE

- ☐ **1.20** There is no JEDI vision, mission, strategy, goals, policies, principles, or program.

Scoring

Based on your responses above, please *make a judgement* as to which level you believe the City generally operates.

There is no mathematical calculation to use to determine this. Generally, the level to state is where you have filled in most of the squares. If that is Level 3, then choose that one. If it is half Level 4 and half Level 5, then indicate 4.5 in the choices below.

<input type="checkbox"/> 1.0	<input type="checkbox"/> 2.0	<input type="checkbox"/> 3.0	<input type="checkbox"/> 4.0	<input type="checkbox"/> 5.0
<input type="checkbox"/> 1.5	<input type="checkbox"/> 2.5	<input type="checkbox"/> 3.5	<input type="checkbox"/> 4.5	