

Table of Contents

Land Acknowledgement	2
Introduction	2
GBA+ Case Study, Safe Mobility Strategy 2021-2025	3
Overview	3
Reflect	3
Research	4
Engagement	4
Findings	4
Recommendations	5
Implementation	5
Evaluation	6
GBA+ Core Outcomes	6
Evidence-based Decision-making	7
Improved Effectiveness	8
More Inclusive Practices	9
Budget Implications	10
Risk Mitigation	10
Heartset, Mindset and Skillset	11
Individual Reflections	13
Stories	15
Conclusion	21

Land Acknowledgement

... for as long as the Sun Shines, the Rivers Flow and the Grass Grows... ~Treaty 6, August 23, 1876

The City of Edmonton honours and thanks the many Nations on whose historical and traditional lands Edmonton was founded, including the Cree, Dene, Saulteaux, Blackfoot and Nakota Sioux.

We acknowledge and embrace the fact that we are on the traditional land of Treaty 6 territory and the traditional Métis homeland. We acknowledge all the diverse Indigenous people, whose ancestors' footsteps have marked this territory for centuries - from First Nations, Métis, Inuit and now settlers from around the world.

We do this to create awareness that we are all treaty people, and to show recognition and respect for Indigenous Peoples and the traditional territories on which we live, work and play.

We take our responsibilities with Indigenous peoples seriously, and together we call upon all of our collective honoured traditions and spirits to work in building a great city for today and future generations.

Introduction

We surveyed employees who use GBA+, including those on GBA+ pilot project teams and those doing the work outlined in the Reimagine report. This report is a compilation of feedback, examples and stories from those employees.

The authors thank everyone who provided feedback. Your contributions are greatly appreciated and we hope you see your insights reflected in these pages.

Employees indicated that the in-person training was the most impactful form of training in helping them understand the GBA+ process. They describe that taking the in-person training allowed them to see specific connections to their work and how they might apply the process. However, there was still a gap in between understanding the core concepts and applying those concepts to their work. Employees indicated that consultation specific to their project with the GBA+ Equity Specialist helped to reduce that gap.

The findings from the feedback survey include:

- 90 percent of employees surveyed agree or strongly agree that their knowledge of inclusion increased as a result of using the GBA+ process
- 90 percent of employees surveyed agree or strongly agree that the process helped them build empathy for and better serve the communities they serve.

- 80 percent of employees surveyed agreed or strongly agreed that they find the GBA+ Process of Inclusion Tool to be helpful.
- 70 percent of the employees surveyed agreed that the GBA+ process they applied **would** mitigate future problems, and the other 30 percent indicated that it **might** mitigate future problems

We start with a case study highlighting the excellent GBA+ work in the Safe Mobility Strategy.

GBA+ Case Study, Safe Mobility Strategy 2021-2025

Overview

The purpose of the [Safe Mobility Strategy](#) is to achieve the goal of Vision Zero (zero fatal and serious injury crashes) by creating safe and livable streets in Edmonton. In order to achieve this goal, it is necessary to understand the different ways in which people experience traffic safety. Previous work has shown that age and gender can have an impact on how people feel about traffic safety, and that certain demographics are involved in more crashes. While developing the Safe Mobility Strategy, it was critical to look beyond these two factors of identity to learn more about people's lived experience. GBA+ was used in the analysis of public input and in the analysis of crash and equity data. The analysis revealed that different communities have unique experiences of transportation safety, and that the exposure to crashes varies across the City.

The Safe Mobility Strategy produced this [video](#) to help explain the importance of equity in the strategy development process.

The Safe Mobility Strategy project team worked through each step of the GBA+ tool: Reflect, Research, Engagement, Findings, Recommendations, Implementation and Evaluation.

Reflect

Previous traffic safety work had defined vulnerability based on mode of travel - people were considered vulnerable when they travelled outside of a vehicle and age (most commonly, children and older adults). The GBA+ process prompted a deeper exploration of what it means to be a vulnerable road user, and how peoples' unique experiences impact their feelings of safety. This led to asking questions about how different people perceive safety risk, identifying the communities that are exposed to more crashes and understanding who is sharing their concerns and how current city processes may be unintentionally contributing to inequities.

Research

The geographic breakdown of crashes in Edmonton was used to identify high crash neighborhoods. By looking at the demographics of these neighborhoods, it was apparent that certain groups are disproportionately exposed to crashes by virtue of where they live. The demographics that were identified included income level, primary language, age, education level and percentage of Indigenous population. The populations included in the demographic analysis were identified by the available census data. People travelling with young children, shift workers, single-headed households, and people experiencing homelessness may face additional barriers to the transportation system as well. However, data was not available to examine impacts on these populations.

The analysis explored exposure to crashes; it is imperative to understand that this does not mean that these populations are involved in or cause more crashes. Crash reports include minimal demographic information: only age and gender (limited to male and female) are recorded. As a result, it is not possible to evaluate crash involvement across different demographic groups.

Engagement

COVID 19 had a significant impact on planned engagement, and engagement activities were pivoted to online. Online surveys do not always allow to engage a fully representative sample of the population. For the online surveys, older adults and university graduates were over-represented, while racialized people were under-represented compared to Edmonton's population. Survey respondents indicated that the feeling of safety varies with mode of travel, use of a mobility aid, and gender. 63% said their mobility or feeling of safety is influenced by their identity, and for all modes of transportation, men report feeling safe more often than women.

Part of the engagement process was reaching out to different stakeholders and community groups in Edmonton for one on one conversations. As Edmontonians' priorities have been focused on responding to the COVID-19 pandemic, these conversations were not as diverse as envisioned. However, a commitment to the ongoing integration of Edmontonians' lived experiences and diverse perspectives is shown through many of the Key Actions in the [Safe Mobility Strategy](#).

Findings

The research identified 15 high crash neighborhoods in Edmonton. 10% of Edmontonians live in a high-crash neighbourhood. If exposure to crashes was distributed equally, 10% of different equity-seeking communities would also live in these high-crash neighbourhoods. This is not the case: Low-income households, Indigenous peoples, and linguistic minorities are exposed to higher numbers of fatal and serious injury crashes by virtue of where they live in Edmonton. For example, 20% of

low-income households live in a high-crash neighbourhood and only 7% of high-income households live in a high-crash neighbourhood.

311 and POSSE complaints/inquiries are the main drivers for conducting site assessments and adding/prioritizing locations to work plans. When the distribution of these complaints are mapped across the city it becomes apparent that Edmontonians who live in many of the high crash neighborhoods are not sharing their concerns. As a result, problems in these neighborhoods are not being brought to the attention of Administration.

Recommendations

Based on crash and equity analyses, it is apparent that some parts of the community need extra focus and attention over the next five years. The transportation system is one of the many mechanisms through which society marginalizes communities. Working to address systemic inequity and build inclusion forms the basis for all actions of the Safe Mobility Strategy. The work will require taking a proactive approach to addressing inequity by conducting safety reviews in neighborhoods where there is a history of crashes. When prioritizing and planning the implementation of safety programs the work needs to be done in a way that doesn't leave out missing voices.

Implementation

The GBA+ learnings will be incorporated into the implementation of all of the Key Actions of the Safe Mobility Strategy in several ways:

Proactive Safety Reviews

Systemic inequities need to be addressed by conducting proactive safety reviews in the highest crash neighbourhoods that are not accessing traditional channels to initiate change, such as 311. This work will build understanding as to why crashes are happening more frequently in some neighborhoods than others and how it impacts people's lives.

Prioritization Criteria

Effort needs to be spent improving safety for the people and places that need it most. This will be done by including streets from the High Injury Network and High Crash Neighbourhoods that are disproportionately impacted by safety issues as project prioritization criteria when determining implementation priorities.

Focused Relationship Building To Address Inequity

In order to continually work towards removing barriers and creating solutions to safety issues it is necessary to strengthen and establish relationships with organizations and people from equity-seeking communities

Evaluation

One of the key evaluation components will be measuring the shift in crash distribution. A less disproportionate crash distribution will indicate that resources are being directed to the areas with highest need. This will be done by monitoring the changes in crash numbers along the High Injury Network as well as the changes in neighborhood crash patterns.

In order to evaluate the impact to people's lived experience it will be necessary to capture people's perceptions of safety by hearing directly from Edmontonians about how their feelings of safety were impacted by changes in their community.

Final thoughts

From the start of the project, it was important to make sure the Safe Mobility Strategy was inclusive of all Edmontonians. As a result, the GBA+ approach is reflected in the Safe Mobility Strategy's guiding principles - specifically, we all move and we all deserve to travel safely. In order to live out these guiding principles, it was critical to understand the current state of traffic safety in Edmonton by exploring questions about how people's experience of traffic safety is impacted by their identity and who is most impacted by crash risk. These questions were explored through public engagement as well as a detailed crash and equity analysis. We learned several things through the work. Firstly that there are certain populations that are more likely to live in high crash neighborhoods. Low-Income Households, Indigenous Peoples, and Linguistic minorities are exposed to higher numbers of fatal and serious injury crashes by virtue of where they live in Edmonton. We also learned that we are not hearing from people in the neighborhoods where we are seeing the most crash risk, and as a result, processes or prioritization that is based solely on the number of complaints will not have an equitable outcome. Key actions that will work to address systemic inequity and build inclusion is a major theme in the Safe Mobility Strategy, and GBA+ will be reflected in all our work moving forwards toward the goal of Vision Zero.

GBA+ Core Outcomes

The main outcomes of GBA+ are that the process ensures evidenced-based decision-making, creates equality of outcomes, increases effectiveness and creates more inclusive practices. Employees report that they are having success in all of these major outcomes.

Evidence-based Decision-making

Employees reported that the most significant impact that GBA+ had on their work was:

- that they learned more about their work,
- were better able to meet the needs of the public or colleagues, and
- they learned more about how systems might discriminate or exclude some people.
- the GBA+ process revealed evidence that inequalities existed and that we can create new systems that ensure equality of outcomes.

The following are quotations from employees.

“Different individuals experience transit safety differently. By focusing on enhancing safety & security on transit, particularly for women and girls, **the whole transit system will be safer for everyone.**”

“**Enabling diverse perspectives leads to better outcomes.** Designing our programs in a way that makes more employees feel comfortable sharing honestly has led to more diverse opinions.”

“From language to iconography to the protocol of addressing elected officials, we did comprehensive research to ensure we were adopting **best practices** and being inclusive as possible.”

“Applying a GBA+ lens **helped us understand certain behaviours** and reactions that we were uncovering as part of the work, and helped unpack the literature findings as well.”

“By leveraging diverse perspectives and leveraging the engagement of staff and management, **we can test the deliverables**, the messaging and minimize the risks of it being misinterpreted or missing the mark.”

“It continues **to make the products we deliver more meaningful to those who receive them**, because we try to include the different perspectives.”

“**GBA+ is central to our work in human centred design** and instructional and curriculum design.”

Equality of Outcomes

As City staff worked with GBA+, they were able to see inequalities or exclusions in their work, and were able to implement equity measures to mitigate the exclusions. The following is an example of work done to ensure equality of outcomes.

“Our Brand Guidelines were focused on being citizen-centric and reaching all Edmontonians. For example, the English Language Learner population on the student level is 30% (in Edmonton Public Schools) and one of the fastest growing populations. We thought about using plain language in our messaging, limiting unfamiliar vocabulary and considering messaging that is easily translatable when using free online translation services. We advocated for using title-case for multi-word hashtags so that people with screen readers would be able to decipher content easily. This also helps those with cognitive disabilities or dyslexia. We will be mandating image captions and alternative text will be used for social media images. When it’s not possible to add alt-text, we will include descriptive captions. This is all intended to accommodate those in the communities we serve and this perspective was missing prior to us applying a GBA+ lens.”

Improved Effectiveness

Employees indicated that GBA+ ensures the work is more effective in several key areas.

1. A systematic approach/framework and a common language grounded the work.
2. GBA+ encourages employees to challenge assumptions about and use evidence to enhance the quality of outcomes as well as articulate work that has already been following GBA+ principles but previously there wasn’t the language to talk about it.
3. GBA+ allowed employees to have deeper, more nuanced and meaningful conversations about their work and look beyond the standard approaches.
4. GBA+ made decisions easier and more clear when considering the most vulnerable of those we serve.

The following are employee comments about the impact of GBA+ on effectiveness:

“The GBA+ process **provided a framework for thinking about the issues we were trying to solve.** It provided a **grounded and systematic approach to reviewing the current systems** and **identifying opportunity areas.**”

“Our work has been **strongly enhanced and diversified** by the application of GBA+. Using this approach, the review will ensure the value of assets are not only considered financially, but with the additional care and consideration they deserve.”

GBA+ What We Heard

December 2020

Edmonton

“GBA+ **made it easier to make some decisions** when considering who may be excluded. It widened the brainstorming process and decision making process.”

“We saw a mindset shift on the team throughout the project. When we started, the issue seemed to be one of poor marketing. When we wrapped up the project, we had a **profound appreciation for structural barriers** that either deter women from applying or represent significant challenges and set-backs that are not as (if at all) prominent for men.”

“It was uplifting to see a **common language around inclusion emerge** towards the end of the project, from all parties at the table.”

The more we learn, it is clear that we can use this knowledge to **create inclusive bylaws.**”

“Provided a framework to **review programs for system barriers and biases.**”

More Inclusive Practices

Employees reported being more inclusive in their approaches to their work as well as creating more inclusive practices and processes. GBA+ added value to the work and employees indicated that a variety of perspectives increased awareness of the impacts our work has. The following are examples provided by employees:

“The GBA+ approach has informed the team in thinking about the future workspace policy in a way that moves away from accommodation of differences by providing amenities that respond to the needs of many (ex.: providing privacy spaces rather than a nursing room). This way of thinking will **ensure the flexibility we are looking to create** in the future workplaces of the City of Edmonton.”

“After the training, there were lots of comments about how team members **had never considered a specific lens or view.**”

“It has helped us look at the **equities between different business areas** and not just build solutions for one group.”

“We made sure to **constantly challenge our assumptions** and **identify missing perspectives.**”

“**Providing equity across different business areas** is complex, and will require deep consideration as there are challenges and opportunities on an equity front in this work.”

“The sharing of a common language and invitation to contemplate **how the experience of others differs from our own** is vital.”

“It provided me with knowledge and a relatable language and model. What was especially gratifying, was that those concepts have impacted my approach to my work and even to conversations.”

“For our team, it has helped us **broaden our perspective, learn and understand that city building is a collective process.**”

“Demographics of the neighbourhood had large numbers of above 55 years and in the 19 - 25 year range. These needed **different techniques and considerations.**”

“We did a lot of consultation and it **widened my perspective** on how to see harassment and discrimination.”

“Hiring managers in the latest peace officer hiring process were trained on asking **questions regarding bias** and how to score applicants.”

Budget Implications

No additional direct or indirect funds were required to apply a GBA+ process in most instances. Those that did report extra costs also reported that they felt those costs would mitigate additional future spending. Potential costs could come in the direct form of having to redo work or having to make more procedures to account for exclusion. It could also mean that more people are using our services and programs which may come with an increase in revenue. However, employees also report that there are more savings that are indirect. GBA+ work can improve our reputation, can help citizens feel more engaged, and help reduce waste and redundancies.

Risk Mitigation

The majority (70%) of the employees surveyed stated that the GBA+ process they applied would mitigate future problems, and 30% indicated that it *might* mitigate future problems. Some of the risks that were mitigated include:

- Ensuring that design or building changes wouldn't be needed in the future for accommodation
- People who are included are happier and more productive
- Reduction in discrimination and harassment
- Less resistance to implementation
- More inclusive and diverse workforce leads to more innovation and productivity

Employee comments regarding risk mitigation are below:

“We believe that it will help us to **continuously mitigate risks** around public perception, community buy in, stronger policy decisions and activating the city narrative.”

“**Mitigates reputational risk** by including community value/services in the discussion.

“Supported more inclusive options, **objective and defensible criteria**, and more equitable programs.”

Employees indicated that communicating to the public about GBA+ and how it contributes to decision making could help the public better understand complex decisions such as the mask exemption bylaw.

Heartset, Mindset and Skillset

In Q4 of 2019, Administration launched The Art of Inclusion; Our Diversity and Inclusion Framework. GBA+ is a critical component of the Framework and helps us focus our activities toward inclusion and equity. The Framework outlines three key pathways to building an inclusive and equitable City: developing the heartset, mindset and skillset for inclusion.

Mindset refers to what we **know** about inclusion and what we need to learn.

Heartset refers to what we **feel** about inclusion - our attitudes and intentions.

Skillset refers to what we **do** to work and grow together - in celebration of our differences.

Employees were surveyed on the impact of GBA+ work to their mindset, heartset and skillset for inclusion.

Mindset

Employees indicated that their knowledge of inclusion increased as a result of using the GBA+ process (90% Agree or Strongly Agree).

“It was one of the first times I had observed a concrete example of how discrimination/prejudice could impact the administration of applications, and how changes to administrative processes could address the problem.”

Employees indicated that one of their largest areas of growth was in understanding **how their biases impact their work**. Bias is also the area where employees feel the least amount of confidence in understanding GBA+ and inclusion. This lack of confidence comes mostly from fear (e.g. fear of missing

GBA+ What We Heard

December 2020

Edmonton

something important, saying the wrong thing or fear of perpetuating discrimination). This speaks to the high heartset employees have for this work, who want to get it right.

Heartset

The GBA+ process helps City staff feel empathy and better understand the communities they serve. All employees surveyed indicated that they were already deeply committed to inclusion or that the GBA+ process helped them better understand the importance of inclusion. This is true for both feelings of inclusion and belonging in the workplace and inclusive policies and programs. Inclusion is a high priority for employees.

90% of employees surveyed indicated that the process helped them build empathy for and better serve the communities they serve.

“We had a few moments of insight where the level of empathy has significantly shifted. Folks were able to articulate that **there are systemic gender-based differences** between the application experiences for men and women, and realize that not everyone is starting the process from an equal footing due to systemic, and not personal (i.e. motivation or talent) barriers.”

“Working through specific examples of how seemingly innocuous decisions can have negative and positive impacts on different communities helped me build empathy for the community that I serve. It also helped me to understand **how certain characteristics of individuals impact the way they interact with their world and how their world interacts with them.**”

Skillset

Employees indicated that the in-person training was the most effective, however there is still a gap in understanding between learning the core concepts and applying those concepts to their work. Employees indicated that consultation specific to their project with a subject matter expert helped reduce that gap.

Training helps develop a general understanding of the core concepts and steps of GBA+, but the most effective way to support teams doing this work is having available subject matter expertise to coach employees in the application of GBA+.

The GBA+ Process of Inclusion Tool

Employees indicated that they feel comfortable using the GBA+ Process of Inclusion Tool with 80% of respondents who have used the tool indicating it was helpful.

Leaders who completed the survey felt that they had the skills to lead a GBA+ process, but generally felt that their subject matter expertise limited how much they could do.

Employees responding to the survey also requested additional training, tools, support and standards or guidelines for consistent application of GBA+. This feedback is evidence that the implementation plan for GBA+ is on the right track, and that time and energy dedicated to developing, implementing and supporting employees in the application of GBA+ is well placed.

Individual Reflections

Personal reflection is a key component of the GBA+ process, and part of what differentiates the City of Edmonton approach to GBA+ from other jurisdictions. The quotations below reflect how GBA+ is influencing employees to be more inclusive in their work and in their approach to life.

"It is simple for me to see this world through my own eyes. It is simple for me to hear stories through my own ears. It is simple for me to be moved, enraged and motivated by my own heart. **Me. Me. Me. GBA+ moves "me" past "me"**. It is a viable tool that makes sense and compels me to explore beyond self."

"I have been practicing in the space of diversity and inclusion for most of my 20 year career and am **still learning and uncovering more about my biases and perspectives**. I believe it will take a lifelong commitment to the way I approach my work. Over time and practice, I have been able to expand my consideration of diverse factors to extend beyond just the common lenses of race, gender, religion, etc. to include the inclusion of more subtle differences such as upbringing, personality, and lived experiences. I know that I still have much more room to grow, but feel that using GBA+ approach has enriched me both professionally and personally."

"Growing up as a person of colour, it was not apparent to me how government and other organizational policies had been negatively affecting my life and my ability to have an impact on those decisions that affected me. This was the case even though I was born in Canada with no language barrier whatsoever. **The GBA+ work had opened my eyes to realizing just how serious systemic discrimination existed** and also made me realize that even with myself being a visible minority, the level of impact across the various people groups was substantially

GBA+ What We Heard

December 2020

Edmonton

different. Justice and equity is not about making people feel guilty, it's about compassion, fairness, and true equal opportunity to succeed."

"My personal success was that I could stand back and look at myself and my biases without judgment. I feel like the **GBA+ work "calls people in"** and invites them to change their frame of reference without "calling people out" and judging them."

"I am incredibly thankful for the opportunity to learn more about GBA+ and to apply it to our work. It's challenging, and not always straightforward, but the **result is a comprehensive engagement program** that offers excellent feedback to shape our projects and programs in a way that is meaningful to Edmontonians."

"GBA+ is another tool in our toolkit to design better services and better represent the needs of the communities we serve. Our communities are diverse and our solutions should be, too. **Very grateful for the City's commitment** to listening and learning from the collective wisdom of our diverse voices in the city."

"I feel this process will help us to be more inclusive, involving a diverse group of people. At one of our public sessions I was speaking with this lovely lady who was using a wheelchair and was of South Asian heritage. After speaking with her for a very short time she quickly reminded me just how fortunate I was to be a white man who is able-bodied. Her experiences moving about our city were quite disappointing and they only **reignited my passion to work as hard as I could to ensure that our built environment is as accessible to as many people as possible** no matter their age, their gender, the colour of their skin, their income and of course their physical and mental ability!"

"Coming into this work I was thinking about GBA+ more in terms of the individual - how can we work to ensure marginalized or underrepresented individuals are better represented. However what is becoming clear to me is that taking a **GBA+ approach can help to address some of the broader systemic issues** in ways that could have benefits for all Edmontonians."

"**I am proud to work for the City of Edmonton** - we are a progressive municipality, leading the way in applying a GBA+ lens to our work. This work is meaningful. We are not just checking off a box to say we did it. We are truly taking time to stop, listen and learn so our work, programs and services can be a true reflection of the community we serve."

"GBA+ is essential to **developing a product that everyone can see themselves in** - that is truly employee and person-centric and not just a process that happens to them."

“Applying GBA+ really **challenged me as a Project Manager** to consider how to be more inclusive and then continue to look for opportunities to do so throughout the project life cycle. It is not a one and done but a process to be applied throughout the project.”

“Forget any discontentment with the title, forget that it's a corporate model, forget that it is "mandatory". For my journey, I moved past those encumbrances and took a cold, hard look at GBA+'s intention. It **compels me to see how the story of "the other" needs to be heard**, harvested and included in all we do - from lofty infrastructure projects (how do we ensure that under-represented groups are hired?) to day-to-day conversations (what does "speak up" mean to some of our marginalized people?).”

“**GBA+ helps me think better, ask more, listen, stomp on my assumptions** more often and challenge myself and others more effectively (not easy, not fun).”

“The GBA+ process **helped the team explicitly reach out to communities that were not well engaged**, and encouraged us to have direct conversations with people about the challenges they face as people with disabilities, women, and older people.”

Stories

Employees were asked to give their “GBA+ story” for inclusion in this report. The following is a selection of those stories.

Reimagine:

GBA+ is a critical component of how Administration reimagines actions to recover from the COVID-19 pandemic and the economic recession. Some early results of the Research and Engage Phase of the GBA+ Process are reported below:

“Learned how quickly **in-scope perspectives can be excluded** in our work if we don't include in-scope people in our planning.”

“**Considering parents and women** who would benefit highly from [the work from home] program, but can also feel excluded or isolated depending on the rigidity of the design (eg. a need to report that you have childcare in place).”

“Considering ... how remote work can exclude depending on how Administration designs the way **technology and ergonomic equipment** is provided.”

GBA+ What We Heard

December 2020

Edmonton

“Considering **coordination of benefits for employees entitled to the Indigenous non-insurable health** benefits.”

“Continuing to listen to employees and their experiences with temporarily working from home allowed us to integrate a phased approach to reintegration into the workplace. **This perspective of work spaces impacting on workers' mental health, wellness, and feeling of being cared for** is part of GBA+ and it led to a recommendation to provide information on what to expect and assist with planning for the immediate future.”

“There is recognition that there needs to be many different access points to have voices heard. For example, moving to more **digital engagement excludes certain people** who do not have access to internet and devices. Digital engagement can actually prioritize the demographic that is often over-represented in public engagement.”

“We learned that COVID was forcing more public engagement to go online/digital/remote and this was identified as a more cost effective way to do public engagement in the future. However, by applying a GBA+ lens we discovered that although this removed barriers for some demographics that would otherwise be unable to travel to an in-person engagement session, it created a technology barrier that excluded those that do not have consistent access to internet and devices. A **mixture of engagement methods will have to be used in the future to account for these barriers.**”

“As Administration reimagines our ongoing financial viability and reviews land, facilities and other assets, this work has been strongly enhanced and diversified by the application of GBA+. In application, this means the **review of each asset will include consideration of the community value** and municipal benefits provided through these assets, whether it be revising the ownership of a facility for a non-profit organization so it can further succeed, or ensuring an impoverished community retains the City assets that help make it special and unique. Using this approach, the review will ensure the value of assets are not only considered financially, but with the additional care and consideration they deserve.”

Connected City Initiative:

When we first started the Connected City Initiative, it was very clear that many employees and work areas had stories of experiencing harassment and discrimination from the public. Through focus groups and engagement sessions, we were able to provide employees an opportunity to be heard - which was impactful. These sessions also enabled us to learn from the experiences and knowledge of City employees including helping us understand the many **different types of harassment and discrimination**. From the beginning of the project, we really focused on hearing from a diverse group of employees. We did this through **establishing an advisory committee** as well as working

committees made up of employees from diverse backgrounds, not only in the type of work they do, but personal identity factors as well. Through having diverse input into the work we created deliverables that take into consideration the diverse experiences and needs of employees at the City of Edmonton.

We delivered the training modules to pilot groups that included employees from a variety of different identity factors, departments and roles, as well as **engaging members of the Employee Resource Networks (ERNs) in order to get feedback from a variety of perspectives** to refine the learning modules. One piece of feedback we heard was that employees would like to have strategies to address discriminatory remarks from the public which led to the development of a resource with specific strategies to address this concern.

We developed a Connected City Guide which is adaptable to different work areas and employee needs. The guide includes a variety of tools and approaches to dealing with challenging interactions, recognizing that everyone (employees and the public) have different experiences and needs. We acknowledge that our relationship with the public is a two-way street. There is not one approach that will work for every person or situation, which is why our guide includes a **variety of approaches that are centred around the principles of equity and fairness.**

Corporate Brand Guidelines

One piece we wanted to focus on was image selection at the City. We take the opportunity in the Corporate Brand Guidelines to remind people that representation is important but diversity is not simply a checkbox. **We need to make sure we aren't using people as props to boost our brand.** We asked teams to be mindful of this when setting up photo shoots and selecting images. If you're taking the time to include people of diverse backgrounds, ages and abilities on the cover of your report, ask yourself if these same people have a seat at your table and a voice?

Peace Officer Hiring

Administration approved the hiring of 14 Peace Officer positions in June 2020. In response to the public hearings, Administration acknowledged that the hiring process and interview questions were an opportunity to implement GBA+ practices, particularly in relation to bias, self-awareness and political awareness. Many candidates acknowledged that bias exists and how information can be presented in different ways, impacting reputation and relationships within the community. Asking interview questions on bias provided the candidate an opportunity to express personal experience and empathy. Administration found in this hiring round that **100% of candidates shared personal experiences or empathy based on their lived experiences and/or on Black Lives Matter.** The interview panel found the questions engaged candidates on a different level than traditional interview questions and appreciated the opportunity to have the open dialogue.

Transit Watch Program

As part of working on our recent transit safety and security reports, we engaged groups such as the Women's Advocacy Voice of Edmonton, Edmonton Transit Service Advisory Board and the UN Safe Cities Community Collaboration Committee. Through that process, we heard **feedback from intersectional perspectives about women's transportation safety needs**. This led to research and analysis into the feasibility of **adding a more discreet way to report safety and security concerns** to ETS, as a follow up to the feedback shared with us in our consultations. Through that work, a text message service was added to the Transit Watch program, effective November 13, 2020. This feature benefits all riders, and in particular will address the needs presented from these diverse voices. We are grateful for the discussions, sharing of ideas and openness of the groups. This is the tip of the iceberg for ETS; as we move forward, more than 50 community groups will be invited to share their perspectives on how to make further enhancements in transit to support making Edmonton even safer as a city.

Voice of the Employee Program

It's not magic. It's not the only way. I still have a long, long way to go. But it is one approach that, when applied openly, willingly, and intentionally, makes an honest difference.

The GBA+ analysis helped us to identify those impacted by our project and design an inclusive process that reaches a diverse group of people, improving project outcomes.

Applying a GBA+ process to our Voice of the Employee program has allowed us to be more inclusive. This has allowed us to design our programs in ways that make employees comfortable sharing their honest thoughts and opinions.

Equity in Fire Recruitment

In March of 2020, a small project team consisting of members from Edmonton Fire Rescue Services (EFRS), Employee Services (ES) and Integrated Strategic Development (ISD) Branch at Citizen Services (CS) were assembled to tackle the issue of underrepresentation of women firefighters in Edmonton. Not only was this issue complex and high profile, it was one that was ridden with assumptions and prone to premature solutions and conclusions. Over the next 6 months, this group sifted through dozens of academic articles and reports, collected almost three dozen lived experience stories, spoke to ten jurisdictions and conducted a validating survey to understand the root causes of the issue. Throughout this research-intensive process, the GBA+ process was invaluable in offering a framework that grounded our thinking, helped us ask the right questions and was a reliable guide as we wandered in the complexity of our task. GBA+ guided our thinking and helped form the critical lens that informed 44 recommendations that emerged from the project. GBA+ also gave us a common language and helped us shift our thinking to recognize systemic barriers and understand their consequences with an objective and rational lens.

The project was completed successfully, and not only **identified some of the most prominent root causes of the underrepresentation of women firefighters**, but **highlighted constructive and achievable strategies to mitigating this issue**. Even more importantly, the project gave the project team the tools, language and shared understanding that created lasting buy-in and accountability, making the 44 recommendations easier to implement.

ETS Ride Transit program

Administration was challenged to find alternative ways to sell and distribute the low income transit passes. It was no longer safe, due to COVID-19 risks, for our employees and Edmontonians to make these purchases in-person and in-person sales locations (Recreation Centres and the Edmonton Service Centre) were temporarily closed. An internal cross-functional group met to reimagine a new way of selling the passes. Each team member brought their own perspective and knowledge to the table. In addition, a customer survey was completed to gather feedback from a cross-section of users to learn about their preferences and needs. In the end, **new sales channels were introduced** and have been performing well. A new online platform was introduced, pre-authorized debit option was enhanced, a new phone channel was launched and as a last resort, an appointment booking option at one of five Recreation Centres was developed. **Each of the channel experts created a process that considered many identity factors so as to best service this diverse demographic.**

Reimagining fare product sales channels meant offering a choice based on the individual need - considering access/mobility, cashflow, and payment method, to name a few.

Integrated Infrastructure Services Learning and Development Framework

IIS is committed to continually improving the opportunities available to staff to enable them to reach their full potential. To fulfil this commitment, IIS has a robust and systematic approach to the planning and prioritization of learning needs, ensuring these needs are linked to the IIS and Corporate work plan, the department learning and development framework, and the corporate employee learning and development policy. As part of this goal, GBA+ was included in the planning and development of this framework, using the following guiding questions:

- What are the current **socio-demographic characteristics and backgrounds or gender** difference in the city employee workforce?
- What are the **barriers** for employees to learn? Can measures be developed to address any perceived or identified barriers?
- In developing approach to the issue, have you **consulted** a wide-range of stakeholders, including under-represented groups?
- Will the **long-term impact of learning and development** be different among the diverse workforce in the department?

Garneau Neighbourhood Renewal Project

The first few project team meetings after the GBA+ training centered around what each of the project team members took away from the training and how we could apply the process to our project. At first we were looking for one approach - we do "x" and we have applied the process. It was evident that the process needed and should be applied throughout the project lifecycle and in many ways. The discussion turned to a realization that in many of our techniques and processes we already do consider diverse perspectives and what we needed to do was broaden that and be more **intentional about ways to include as many of the identities in GBA+ as possible.**

The project team already had a committee of community members in place to assist with communication and engagement messaging and transparency in the community. The committee served many functions including to help identify anyone we may have missed in our communications and engagement. At each meeting with the community committee we would report back on who we met with and what the themes were from the discussions and **we asked - "who are we missing?". This led to the identification of a few marginalized groups that we had not spoken to.**

As the planning continued and design options for the neighbourhood were presented for public input we revised the feedback questions from "do you feel the designs meet your needs" to "do the designs meet the needs of area residents and other users?" When the designs transitioned from multiple options to a single option we asked respondents to consider "**does this design leave anyone out?**" The responses to this question varied which also expanded our team's view of how a variety of lenses are applied to each question, consideration and design.

The materials and approaches we used to collect resident and stakeholder feedback also evolved. We had large notice boards placed in three locations in the neighbourhood (along high pedestrian routes) with large plans and paper copies of the designs in larger font. The paper copies were duplicates of the designs online but with a larger font size and images. **With the transition from in person events to digital engagement we had our numbers quadruple.** People could access the designs online when it best suited them and click on the recording of the presentation with captions to get a guided tour through the designs by project team members.

Zoning Bylaw Renewal - Equity Toolkit

The process undertaken to develop the GBA+ and Equity Toolkit provided an opportunity for planners at the City of Edmonton to explore how equity might be advanced through their work. The project **sought insights and expertise from people with lived experiences, specifically those who are part of BIPOC (Black, Indigenous, People of Colour) communities** and other equity-seeking groups — to understand their experiences with Edmonton's Zoning Bylaw and zoning in general. The GBA+ and Equity Toolkit was developed with three main goals in mind:

GBA+ What We Heard

December 2020

The logo for the City of Edmonton, featuring the word "Edmonton" in white text on a blue square background.

- To affirm the City of Edmonton's commitment in addressing discriminatory regulations and practices
- To research and explore how planning, policies and regulations have led to intended and **unintended social impacts**
- To promote equity and explicitly **remove barriers** in the City of Edmonton's regulations that perpetuate inequity.

Conclusion

Administration continues to incorporate GBA+ into our processes and systems. This evidence-based approach allows us to be more inclusive and ensures we are creating equality of outcomes for employees and those we serve. Working with specific projects and teams has given us an opportunity to understand the maturity of GBA+ in the corporation. While results are still coming in from these projects, we have more information on how to proceed in growing maturity as well as how committed employees are to making the City of Edmonton an inclusive modern municipal corporation.