MN 22-24 2SLGBTQIAP+ Communities in Regina Project Jurisdictional Scan

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University of Regina

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Humanities
Research
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Land Acknowledgement

All members of the team who contributed to the research and writing of the jurisdictional scan are hopeful that these findings, along with the results from the community consultations, will assist the City of Regina as it works to create policies, add services, and follow an action plan for implementation and accountability in supporting 2SLGBTQIAP+ communities in Regina.

The research team also recognizes the importance of acknowledging the ongoing impacts of colonialism and that it is critical to reflect on how colonialism intersects with other forms of systemic discrimination, including discrimination faced by 2SLGBTQIAP+ communities in Regina.

All members of the research team live on Treaty 4 lands. We recognize that these lands are the territories of the nêhiyawak, Anihšināpēk, Dakota, Lakota, and Nakoda, and the homeland of the Métis/Michif Nation.

"The nêhiyawak originally referred to Regina as oskana kā-asastēki which literally means 'The place where bones are piled up.' This is why Regina's nickname is 'Pile O'Bones' and this is the origin of the name of our current location in Wascana Park."[1]

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1 https://www.uregina.ca/indigenous-engagement/resources/territoritorial-acknowledgement.html

Executive Summary

This report provides findings from the jurisdictional scan of best practices for how municipalities in Canada are actively supporting 2SLGBTQIAP+ communities. Within this scan, the research shows that many cities, including both large urban centres and smaller municipalities, are engaged in a variety of supportive initiatives and activities, demonstrating an understanding of the role of the municipality in assessing the needs of all its members and implementing actions to support its many constituents, including 2SLGBTQIAP+ communities.

In this report, we focus primarily on municipality-initiated actions as directed by the motion 22-24. This report also highlights some examples wherein cities have determined some work is best led by community partners but with ongoing and meaningful support from the city.[2] We have also included examples from the provincial and federal levels that seem either adaptable for the municipal level or that may assist the City of Regina in moving forward with its development and implementation of support for 2SLGBTQIAP+ communities.[3] Moreover, some cities have realized the importance of collaborating with and/or hiring expert consultants in developing anti-oppressive, anti-colonial, accessible, and gender-inclusive policies and procedures.[4]

The data reveal that municipalities demonstrate nuanced understandings of gender discrimination through the adoption of an intersectional lens. Intersectionality is "a lens through which you can see where power comes and collides, where it interlocks and intersects."[5] The City of Victoria, for example, has committed to reconciliation in its action plan, which states: "Honouring 2S identity cannot be isolated from the City's approach to decolonization and reconciliation."[6] The City of Vancouver has framed its work on EDI through an anticolonial lens, recognizing the ongoing impacts of colonialism and how these connect to other forms of oppression such as gender discrimination, homophobia, transphobia, and transmisogyny.

From the data collected, this jurisdictional scan identifies nine key areas in which municipalities are providing support to 2SLGBTQIAP+ communities. This report provides an overview and analysis of best practices in these key areas and also details some of the practical steps that municipalities have taken and are taking to enact support for 2SLGBTQIAP+ communities, many of which could be adopted (and adapted) by the City of Regina.

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2 For example, see the programs and services of The 519, a community organization in Toronto. https://www.the519.org

3 Refer to the section on Funding, specifically the Federal Initiatives.

4 Refer to the the CAWI toolkits created for the City of Ottawa. https://www.cawi-ivtf.org/publications/

5 Crenshaw, Kimberlé. Columbia Law School, 2017. https://www.law.columbia.edu/news/archive/kimberle-crenshaw-intersectionality-more-two-decades-later

6 City of Victoria. "Transgender, Non-Binary and Two-Spirit + Inclusion: A City of Victoria Action Plan". (Public report, prepared by MNP LLP, August 2019). https://www.google.com/url?q=https://pub-victoria.escribemeetings.com/filestream.ashx?DocumentId%3D44514&sa=D&source=docs&ust=1676060508972495&usg=AOvVaw2v0Z-YsWxWMAzYdRIR80MA

The nine key areas are:

1. **Equity, Diversity, and Inclusion**
2. **Advisory Committees**
3. **Safety**
4. **Gender-Inclusive Washrooms and Change Rooms**
5. **Recreation and Wellness**
6. **Housing and Shelters**
7. **Funding**
8. **Awareness Campaigns**
9. **Resources**

These categories provide a systematic way for thematically assessing the large amount of research data collected.

Below are the recommendations for each of the above nine areas. These recommendations are derived from and supported by the research on best practices for supporting 2SLGBTQIAP+ communities at the municipal level in Canada.

1. Equity, Diversity, and Inclusion

This section highlights best practices from within municipalities that have developed comprehensive Equity, Diversity, and Inclusion (EDI) frameworks. Such frameworks adopt an intersectional approach, acknowledging that all members of 2SLGBTQIAP+ communities are not the same, and that a wide range of support is necessary to address the diverse lived experiences of 2SLGBTQIAP+ persons. These EDI frameworks recognize the ways in which gender and sexuality intersect with the effects of colonialism, racism, ableism, ageism, and so on.

Recommendations for Equity, Diversity, and Inclusion:

1. Create a comprehensive EDI framework that includes EDI policies and guidelines for implementation across all areas, using an analytical tool such as Gender-Based Analysis Plus (GBA+).[7]

2. Prioritize the development of an inclusive workplace culture with the creation of designated employee or affinity groups.

3. Develop mandatory training and learning opportunities on 2SLGBTQIAP+ issues, EDI policies, and implementation for all city managers, supervisors, and employees across all sectors, as well as for city councilors.

4. Apply a GBA+ and equity lens to current HR practices and develop an inclusive hiring policy that includes strategies for: recruitment; training hiring managers and recruitment staff; inviting candidates to self identify as members of equity groups and ensuring they feel safe to do so; eliminating barriers in the hiring process such as unconscious biases; collecting data on applicants to assess outcomes and measure progress in order to refine strategies.

5. Set measurable goals and implement data gathering processes and accountability measures to track progress for all areas of the EDI framework.

6. Prioritize working with 2SLGBTQIAP+ community leaders to establish trust and build community partnerships; develop

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7 For a description of GBA+, refer to the section: Creation of EDI Policies.

a variety of processes for community engagement.

2. Advisory Committees

Many municipalities in Canada have created 2SLGBTQIAP+ advisory committees, which allow for people with lived experience and expertise to advise and make recommendations to City Council.

Recommendations for Advisory Committees:

1. Create a 2SLGBTQIAP+ Advisory Committee with diverse representation.
2. Develop a policy to ensure that recruitment to this committee is transparent.
3. Develop a mandate for the work of this Advisory Committee.
4. Develop a process for the Advisory Committee to review City Administration and City Council decisions impacting 2SLGBTQIAP+ residents.
5. Develop a process for the Advisory Committee to report directly to both City Council and City Administration.

3. Safety

Municipalities are creating strategies and policies to address the root causes of violence against 2SLGBTQIAP+ persons. Some municipalities are also publicly denouncing the speech and actions of hate groups, including anti-trans rhetoric and violence, which are on the rise in Canada.

Recommendations for Safety

1. Join the United Nations Safe Cities Initiative.
2. Conduct an audit of violence against 2SLGBTQIAP+ persons in city public space and review how the City is working to prevent and address such violence.
3. Survey 2SLGBTQIAP+ residents about their experiences with violence in city public spaces.
4. Develop a strategic plan in partnership with community organizations that both acknowledges and targets the root causes of gender-based and anti-2SLGBTQIAP+ violence from an intersectional lens.
5. Educate and engage the public through an awareness campaign.
6. Develop a hate activity policy that: publicly condemns the actions of hate groups; denies people and organizations that spread hate access to public city facilities and spaces; and requires anyone using public city spaces, facilities, and properties to sign a declaration of compliance with the City's anti-harassment policy.
7. Adopt a bylaw that makes harassment in city public spaces an offence, requiring violators to pay a fine.

4. Gender-Inclusive Washrooms and Change Rooms

Many municipalities are addressing the need for gender-inclusive or universal washrooms and change rooms through the development or revision of policy, from building codes to mandating gender-inclusive washrooms and change rooms in all municipal buildings. In

2022, it was acknowledged that the National Building Code is being misinterpreted and as such a change was proposed to the current Code that, if approved, would clarify that the National Building Code "only requires that a minimum number of water closets be made available to the building's occupants."[8] In other words, contrary to how it has been interpreted, the National Building Code does not require that separate washrooms be provided for men and women. If approved, the changes will be implemented in the 2025 release of the Code. Meanwhile, a number of jurisdictions are voluntarily making changes to their facilities at a national, provincial, and territorial level.

Recommendations for Gender-Inclusive Washrooms and Change Rooms:

1. Review the City's interpretation of the National Building Code and be proactive in amending current practices; communicate with all city establishments operating under the National Building Code that they are not required to provide separate washrooms for men and women.

2. Develop policy to ensure that all municipal buildings have accessible gender-inclusive washrooms.

3. Develop policy to ensure that all relevant municipal buildings have accessible gender-inclusive change rooms.

4. Develop policy that allows service clients to safely use whichever washroom and/or change room aligns with their gender identity.

5. Follow best practice design principles when creating inclusive washrooms and change rooms to promote safety for 2SLGBTQIAP+ people.

6. Change signage to clearly indicate gender-inclusive or universal washrooms and change rooms.

7. Provide information to the public on the locations of all gender-inclusive washrooms and change rooms in municipal buildings; indicate which are wheelchair accessible.

5. Recreation and Wellness

It is becoming increasingly common for swimming and fitness facilities to offer dedicated gym and swim times exclusively for Two Spirit, trans, and gender diverse (2STGD) people in an effort to create safe(r) spaces for 2STGD communities. The City of Vancouver is leading the way in this area. In addition to offering weekly swim sessions and workout times, the City of Vancouver also offers arts and social programming exclusively for 2SLGBTQIAP+ persons.

Recommendations for Recreation and Wellness:

1. Create a 2SLGBTQIAP+ Working Group that works to improve the health and well-being of 2SLGBTQIAP+ residents and ensure that 2SLGBTQIAP+ people have access to safe activities, programs, and social opportunities.

2. Develop an inclusive recreation policy taking into account the needs of 2SLGBTQIAP+ communities.

3. Provide 2STGD competency training to staff

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8 Government of Canada. "Proposed Change 1750". (From National Research Council Canada/Certifications, evaluations and standards/Codes Canada/Codes development process/Public Reviews/Public Review 2022. Code Reference NBC20 Div.B 3.7.2.2.). https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-development-process/public-review/2022/pcfs/nbc20_divb_03.07.02.02._001750.html

at all City leisure facilities.

4. Offer initiatives in City facilities, such as: weekly swim sessions for 2STGD people, supervised by pool staff who have received 2STGD competency training; programs in spaces exclusively reserved for 2STGD people and their friends and families; weekly 2STGD workout classes led by fitness instructors who are members of the 2STGD communities; weekly 2SLGBTQIAP+ art and gym programs for children and youth.

5. Provide access to gender-inclusive or universal washrooms and change rooms in all municipal recreational facilities.

6. Housing and Shelters

When it comes to housing and the need for emergency shelters, some municipalities are providing funding to, and/or partnering with, community organizations to play an integral role in supporting the creation of shelters for 2SLGBTQIAP+ persons, as well as shelters for the general population, which includes 2SLGBTQIAP+ persons. Alberta's LGBTQ2S Youth Housing and Shelter Guidelines open with a description of the challenges faced by LGBTQ2S youth in Canada: that nearly a third of Canada's youth experiencing homelessness identify as LGBTQ2S; that the primary reason for homelessness is family rejection based on LGBTQ2S identification; that these youth are at higher risk to experience violence and discrimination in shelters than those who do not identify as LGBTQ2S; that these youth experience a higher incidence of mental health concerns, self-abuse and suicidality; and

that an overall insufficient base of knowledge and training for those working in shelters has led to youth experiencing further marginalization when accessing the service of shelters.[9]

Recommendations for Housing and Shelters

1. Allocate funding to support 2SLGBTQIAP+ shelters.

2. Work to strengthen the City's relationship with the federal and provincial governments to increase public investments for affordable housing for 2SLGBTQIAP+ people.

3. Develop trans-inclusive guidelines for municipal shelters to ensure they have trans-inclusive policies and procedures in place.

4. Connect 2SLGBTQIAP+ people who are accessing shelters and housing with 2SLGBTQIAP+ community supports.

7. Funding

Funding from all levels of government is a necessary support to the local organizations that provide direct support, resources, and community connections to 2SLGBTQIAP+ communities in Canada. The kinds of initiatives that municipalities are funding include research funding; initiatives that promote community and connectivity; and initiatives that enhance health and safety. This section also includes an overview of the federal government's $45-million commitment over three years "to improve access to sexual and reproductive health care support, information, and services for people in Canada who face the greatest barriers to access."[10]

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9 Government of Alberta. "LGBTQ2S youth housing and shelter guidelines". (Public report, updated September 1, 2017). https://open.alberta.ca/publications/lgbtq2s-youth-housing-and-shelter-guidelines

10 Health Canada. "Government of Canada Improves Sexual and Reproductive Health Services for LGBTQ2 Communities". (News release, Toronto, Ontario. June 28, 2022).

Recommendations for Funding

1. Establish a fund dedicated to the initial start up and ongoing maintenance of municipally-led services aimed at supporting 2SLGBTQIAP+ residents.

2. Conduct a scan of current municipally funded social services in Regina using a framework such as GBA+ to determine where 2SLGBTQIAP+ communities may be underserved.

3. Conduct a review of provincially funded initiatives in order to:

   a. determine whether municipal funding could enhance the current provincially funded initiatives;

   b. explore the potential for new collaborative funding opportunities to enhance the services that may currently be provincially funded.

3. Invite community-led groups to share with the City the initiatives they undertake to support the needs of 2SLGBTQIA+ residents, and what services they could offer with the support of municipal funding.

4. Work collaboratively with community-led groups, offering financial support for, and visible promotion of, the work being done.

8. Awareness Campaigns

Awareness campaigns that are created and/or promoted by municipal, provincial/territorial, and national bodies can effectively educate the public and communicate a commitment to inclusion, especially when developed in consultation and partnership with 2SLGBTQIAP+ community organizations. The City of Toronto created an awareness campaign to demonstrate support for trans youth of colour and educate the public about issues faced by this group. This campaign was created in partnership with Black Coalition for AIDS Prevention (Black CAP) and a committee of trans youth of colour. The City of Edmonton has also created campaigns to raise awareness about gender-based violence.

Recommendations for Awareness Campaigns

1. Establish a fund dedicated to the creation of municipally-backed awareness campaigns.

2. Conduct research within the city to determine the attitudes and beliefs held by Regina residents to best understand the current climate, enabling the creation of an informed strategy for awareness campaigns; commit to ongoing research to be able to evolve the strategy as required.

3. Establish metrics by which to judge the effectiveness of the campaigns.

4. Partner and consult with community-led groups to create targeted campaigns and a plan for implementation; offer campaigns in a number of languages to reflect the make-up of the city.

5. Ensure that awareness campaigns are clearly being endorsed by the City.

9. Resources

The creation and promotion of resources for 2SLGBTQIAP+ communities and those wishing to support 2SLGBTQIAP+ persons is a fundamental necessity. Many cities are involved in the creation and/or provision of such resources. Documenting and centralizing information, supports, and

resources across multiple platforms that are easily accessible to the public helps to facilitate uptake and engagement, and builds trust between community and municipalities.

Recommendations for Resources

a. *Resources for 2SLGBTQIAP+ Individuals and Communities*

1. Create a list of 2SLGBTQIAP+ resources that can easily be accessed online or in community centres.

2. Ensure that the City's front line workers have up-to-date knowledge of resources.

3. Work with community-led groups to determine gaps in resources; create a plan to address those gaps.

4. Create policy for a review of resources and community offerings at a regular cadence to ensure that supports continue to meet the needs of the 2SLGBTQIAP+ communities.

b. *Resources for People Providing Support and Allyship to 2SLGBTQIAP+ Individuals and Communities*

1. Work with 2SLGBTQIAP+ community groups to create resources, including toolkits, for 2SLGBTQIAP+ allies.

2. Ensure resources that promote allyship are clearly endorsed by the City.

3. Work with community groups to determine how best to reach residents in their preferred language, translating documents and knowledge offerings.

Background

MN 22-24 2SLGBTQIAP+ Communities in Regina Project

Recognizing the significant need and lack of current support for 2SLGBTQIAP+ communities in Regina, City Council passed Motion 22-24. This Motion mandates the City of Regina administration to prepare a report for the Executive Committee, exploring how the City could better serve the needs of 2SLGBTQIAP+ communities in Regina, as well providing recommendations for implementation.

The motion[11] outlines a number of specific tasks to be undertaken as part of these preparations, including a proposal for guidance around "Concrete steps, funding, programs and approaches, which the City of Regina can implement to improve the lived experience[s] of 2SLGBTQIAP+ people based on research and a jurisdictional scan of other cities."

The City Manager contacted the Vice President Research (University of Regina) in July 2022 to discuss possibilities for conducting research for the work of the motion. On July 27, 2022, Dr. Chris Yost, VP Research, and Dr. Charity Marsh, Director of Humanities Research Institute (HRI), met with J. Reid and L. Usick, confirming that the University of Regina would take on the jurisdictional scan of best practices for supporting 2SLGBTQIAP+ Communities in Canada.

The findings of this jurisdictional scan serve as one resource to support the City of Regina Administration as they craft their final report for the Executive of Council. Most importantly, this jurisdictional scan is an aid to understanding and addressing the needs of Regina's 2SLGBTQIAP+ communities, as voiced by the communities themselves via thorough community consultations facilitated by Ivy + Dean Consulting.

As is illuminated throughout this report, the key to serving and caring for communities who are marginalized begins with processes of consultation, providing communities the opportunity to voice their lived experiences, articulate their needs, and share avenues for having those needs met.

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11   See Appendix A.

Overview of Jurisdictional Scan

This document summarizes best practices adopted by municipalities in Canada for supporting 2SLGBTQIAP+ communities and also provides links to resource materials for review in the footnotes and references list. As the data-gathering process began, it became clear that in order to provide a range of best practices that speak to the kinds of supports needed within 2SLGBTQIAP+ communities, the scope of the scan needed to widen beyond a review of municipalities. The research team broadened its search to also include key initiatives implemented at all levels of governance in Canada. This approach acknowledges the varied relationships, responsibilities, and duties served within and between jurisdictions given that across the provinces and territories, there are key differences in which level of governing body is responsible for funding particular services. Additionally, there are variations in how provinces/territories and municipalities provide and share resources. This approach to the research enriched the data set and provided a more comprehensive list of resources for analysis. After all data collection and analysis were complete, the research team placed primary focus on municipality-led initiatives that could be adopted or adapted by the City of Regina to move forward with its drive to better meet the needs of 2SLGBTQIAP+ communities in the city.

Research Design and Implementation

Objectives

1. Complete a jurisdictional scan of the best practices for supporting 2SLGBTQIAP+ communities in other Canadian municipalities, including some initiatives from provinces, territories, and at the federal level;

2. Provide a summary and analysis of the findings within each of the identified categories;

3. Provide an executive summary outlining the process, findings, and recommendations;

4. Provide links to resource materials.

Parameters

The parameters of the jurisdictional scan were discussed in a number of meetings with the project co-leads, Donna Mitchell, Senior Policy Consultant, Policy & Grants, and Shayna Stock, Social Inclusion Coordinator, as well as at the project team meetings. As part of these discussions, Dr Marsh recommended moving beyond the scope of municipalities to include supports and initiatives offered by provinces/territories and at the national level. Expanding the scope provided a more comprehensive and richer data set, enabling more detailed analysis and possibilities for offering vital services and supports for 2SLGBTQIAP+ communities in Regina.

Methodology

To meet the needs of the timeline and respond to the scope of the jurisdictional scan, the research team engaged in a comprehensive collection of data through online resources, searching keywords associated with many variations of 2SLGBTQIAP+ communities (i.e LGBT, Trans, Queer, Two Spirit, etc.), and using the search functions on the websites of municipalities across all regions, including the northern territories. The research team then shifted the focus of the search to gathering initiatives, services, policies, and other resources at the provincial, territorial, and federal levels.

Once the initial data sets were collected, Dr Marsh reviewed the data and sought out additional research, identifying nine thematic areas under which to summarize and analyze the findings. Working within these nine themes provided an efficient and effective way to organize, summarize, and analyze the data; however, it is important to acknowledge that many of these designations are interconnected. For example, the theme of gender-inclusive washrooms is connected to the theme of equity, diversity, and inclusion (EDI) as well as safety; the theme of housing and shelter is connected to the theme of funding as well as resources. The data collected, including policies, campaigns, strategies, and more, were considered through an equity lens that is founded upon an intersectional framework as discussed above.

Once these categories were determined, the research team conducted an additional scan for any missed municipal-led initiatives and began assigning the collected data into the appropriate themes. This allowed for a more robust analysis of each area and assisted with the organization of extra resources that could be useful for future conversations and action. In the analysis, the research team highlighted a number of examples representing best practices associated with each of the categories and analyzed them in detail. The report offers a summary, descriptions of initiatives, and recommendations for each category relating to the MN 22-24 2SLGBTQIAP+ Communities in Regina Project.

Summary of Research Findings and Best Practices

1. Equity, Diversity, and Inclusion

According to the 2014 In & Out study of Canadian workplaces, "almost 30% of LGBT-identified [sic.] respondents experienced discrimination in the workplace as opposed to 2.9% of the general population. Specifically, 4.1% of LGBT respondents reported some type of daily discrimination in their workplace, as opposed to 0.8% of the general population."[12] In a 2022 survey of Two Spirit, trans, non-binary and gender non-conforming (2STNBGN) people living in Saskatchewan, "almost 50% of participants indicated that they avoided applying for a job because of their gender."[13] The report goes on to state that "gender-inclusive work policies and practices could boost 2STNBGN employment rates and create more diverse and dynamic workplace environments."[14]

Photo credit: The Gender Spectrum

Further, the City of Ottawa's Corporate Diversity and Inclusion Plan explains the significance of building a more inclusive workforce for improving service delivery and meeting the needs of the diverse communities the City serves:

> **"The City's goal of having a workforce that is reflective of the community is driven by a desire to achieve service excellence through removing barriers, building trust in communities, strengthening the way it conducts business, promoting and integrating Equity, Diversity, and Inclusion (EDI) strategies in all operations. In creating equitable and inclusive workplaces, the City is better positioned to serve the residents and visitors of Ottawa, and contribute to building social cohesion, civic engagement and pride."[15]**

The municipalities of Toronto, Ottawa, Edmonton, and Vancouver were recipients of the 2022 Award for Canada's Best Diversity Employers. "This national competition organized by Mediacorp Canada Inc. recognizes employers for their programs that support women, members of visible minorities, persons with disabilities, Indigenous Peoples, and lesbian, gay, bisexual, transgender, queer and two-spirited peoples."[16] Canada's Best Diversity Employers state that "these outstanding employers understand that real change

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12 Grenier, Alison & Hixson-Vulpe, Jacq. "Beyond Diversity: An LGBT Best Practice Guide for Employers". (Public report by Great Place to Work® and Pride at Work Canada), 5. https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT-Guide.pdf

13 Fayant-McLeod, T., Bergen, J., Loewen Walker, R., Yacishyn, C., & Bird, N. "'So they know we're here': The Trans Sask community report." (Public report by Trans Sask Support Services, 2022), 10. https://www.transsask.ca/research/community-report/

14 Fayant-McLeod, T., et al., 10.

15 City of Ottawa, "Corporate Diversity and Inclusion Plan". (Report to Finance and Economic Development Committee on 7 September 2021 and Council 22 September 2021, File Number: ACS2021-CSS-GEN-010). https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344

16 Canada's Top 100 Employers, "Canada's Best Diversity Employers (2022)". https://www.canadastop100.com/diversity/

begins with more inclusive leadership, with accountability and transparency built in across their organizations."[17]

In addition to these four cities, Calgary's EDI framework also proved to be useful for the analysis of EDI strategies. The ways in which these five municipalities enact equity, diversity, and inclusion in relation to 2SLGBTQIAP+ communities are varied; however, the following themes emerged:

1. Creation of EDI Policies

2. Creating an Inclusive Workplace Culture

3. Training, Learning, and Awareness

4. Inclusive Hiring

5. Implementing Data Gathering Processes and Accountability Measures

6. Community Partnerships and Engagement

Creation of EDI Policies

EDI policies provide guidance for behaviour, expectations, and a prescription for a desired state. It is important to understand these policies as fluid and shifting, as concepts of equity and inclusion evolve. The overarching commitments in the creation of EDI policies that truly live up to the spirit of inclusion involve emphasis on dignity to be afforded to all persons; to be ever mindful of the need to regularly scan the environment for signs that not all are being afforded the equity

that is intended in the policy; and to be open to revisiting and revising as required.

An important step in creating an EDI strategy is to conduct a review of the City's current policies, processes, and programs. Since 2014, the City of Calgary has engaged in such a review "to ensure fair and equitable practices" and to "identify perceived or real systemic barriers from a Diversity & Inclusion lens."[18] The City of Calgary reviewed its HR policies, processes, and programs and, in 2018, conducted a comprehensive assessment of the City's recruitment processes.

Despite having had a Diversity and Inclusion Workplace Framework since 2011, the City of Calgary proposed "new and enhanced strategic actions" that built on the initial framework with the creation of the Gender Equity, Diversity, and Inclusion Strategy in 2019. The primary focus of the new strategy is to ensure

"gender equity in planning and decision making within City service delivery, Council Boards, Commissions and Committees, and the City's workforce. A central concept is intersectionality, which recognizes that every person has multiple identity factors that impact who they are and may bring advantages or disadvantages to their participation in daily life."[19]

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17 Canada's Top 100 Employers, "Canada's Best Diversity Employers (2022)". https://www.canadastop100.com/diversity/

18 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy". (Public report). https://www.calgary.ca/content/dam/www/csps/cns/documents/gedi-strategy.pdf

19 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy"

The Strategy includes four areas of focus: leadership accountability; data-informed decision making; education and awareness; and addressing barriers to participation. Within each of these focus areas, the City of Calgary proposes several actions that can be taken in three areas of City operations: City Service Delivery; City Council and its Committees; and the City Workforce.

Since adopting its first set of goals around Diversity and Inclusion in 2007, the City of Edmonton has worked to continually update and forward more inclusive policies throughout City operations. Most recently, Edmonton published The Art of Inclusion: Our Diversity & Inclusion Framework.[20] The City of Edmonton focuses on "structural changes that dedicate expertise, focus, and resources to a positive employee experience and diversity and inclusion, including establishing":

- The Employee Services Department, designed to create a positive employee experience

- A section within Employee Services to focus on Respect in the Workplace, which includes a Diversity & Inclusion Unit

- A Corporate Diversity & Inclusion Advisory Committee

- Department Diversity & Inclusion Committees

- Department Employee Engagement teams

- The Anti-Racism Advisory Committee to provide advice and perspectives to City Council.[21]

The City also "adopted policies, plans, processes and practices that put the employee experience and inclusion front and centre in [their] work,"[22] including Gender-Based Analysis Plus (GBA+) embedded throughout the organization. "Gender-Based Analysis Plus (GBA+) is an analytical tool often used with the intention of advancing gender equality. The "plus" in the name highlights that Gender-Based Analysis goes beyond gender, and includes the examination of a range of factors such as age, education, race, language, geography, culture, and income."[23] This process prompts the City to:

> **"Reflect on our own perspectives and biases**
>
> **Understand how perspectives and biases can impact our work**
>
> **Understand the experiences of groups and individuals who are marginalized**
>
> **Identify how we can do our work in more inclusive ways.**
>
> **We use it to assess how our work might impact diverse groups of people and ask: Who is excluded? What contributes to this exclusion? What will we do about it?"[24]**

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20 City of Edmonton. "The Art of Inclusion: Our Diversity & Inclusion Framework". (Public report, 2019). https://www.edmonton.ca/sites/default/files/public-files/assets/DI_ArtofInclusion_Final.pdf?cb=1675612886

21 City of Edmonton, "The Art of Inclusion: Our Diversity & Inclusion Framework," 14

22 City of Edmonton, "The Art of Inclusion: Our Diversity & Inclusion Framework".

23 City of Edmonton, "The Art of Inclusion: Our Diversity & Inclusion Framework".

24 City of Edmonton, "The Art of Inclusion: Our Diversity & Inclusion Framework," 22

GBA+ training was mandated for senior leaders in the Administration and for City Councilors. Further, staff in role-specific positions, predominantly in the areas of research, policy and program development, human resource, and communication, receive in-depth City of Edmonton-customized GBA+ training.[25] The City of Calgary also adopted GBA+ as part of its EDI strategy.

Vancouver City Council approved Getting Our House in Order: The City of Vancouver's Equity Framework[26] in July 2021. Rather than an action plan, the Equity Framework "is a conceptual, grounding, foundational document, out of which a number of toolkits and action plans flow, and from which ongoing departmental strategies will be drawn going forward."[27] This framework is an anti-colonial approach as it "centres Indigenous rights," while recognizing that the "ongoing colonialism faced by the Host Nations and urban Indigenous people is unique and separate from the oppression that other equity-denied[28] groups face."[29] However, the framework also acknowledges that there are some similarities among the oppression experienced by all equity-denied groups. The framework states: "embedding equity in our work is needed in all parts of the organization […]. Accountability for the realization of [the Equity Framework] vision lies with leaders across all City departments and governing bodies. It will be most effective when everyone working on behalf of the City enacts its principles in their day-to-day work and routine decision-making."[30]

The purpose of the Equity Framework is "to create a unified vision and shared understanding of equity across City departments, and to define the City's orientation to this work."[31] The Equity Framework's vision consists of six equity commitments: 1. Long-term engagement; 2. Spaces for Learning; 3. Representation in Leadership; 4. Fostering Relationships; 5. Adequate Resourcing; and 6. Shared Accountability.

In 2019, the City of Vancouver created a policy titled Diversity on Advisory Bodies, which establishes targets for "achiev[ing] diverse demographic composition on advisory bodies."[32] This policy stipulates that:

"1.1. Each advisory body [established by City Council] shall be comprised of a membership of fifty percent (50%) or greater of people from

25   City of Edmonton. "Gender-Based Analysis Plus (GBA+). (Public report, 2017). https://webdocs.edmonton.ca/siredocs/published_meetings/120/677815.pdf

26 City of Vancouver. "Equity Framework: Getting our house in order". (Public report approved by City Council July 20, 2021). https://vancouver.ca/files/cov/equity-framework.pdf

27 City of Vancouver, 4. "Equity Framework: Getting our house in order".

28 The Federal Employment Equity Act introduced the term equity-seeking groups to refer to the four designated groups facing discrimination (women, aboriginal peoples, persons with disabilities, and members of visible minorities). The term equity-denied groups, used throughout the City of Vancouver Equity Framework, is an alternative to that term, and includes more than just these four groups.

29 City of Vancouver, "Equity Framework: Getting our house in order," 3

30 City of Vancouver, "Equity Framework: Getting our house in order," 4

31 City of Vancouver, "Equity Framework: Getting our house in order," 4

32 City of Vancouver. "Diversity on Advisory Bodies". (Corporate Policy, Policy Number COUN-004, Public access, 2019). https://policy.vancouver.ca/COUN004.pdf

equity-seeking groups.

1.2. Each advisory body shall be comprised of a membership of fifty percent (50%) or greater of people who self-identify as women.

1.3. Additional recruitment objectives specific to individual advisory bodies will be provided in the respective Terms of Reference.

1.4. Despite sections 1.1, 1.2 and 3.1, the City will aspire, but is not required, to achieve the established composition objectives in the appointment of members to advisory bodies which provide technical advice to staff."[33]

Toronto City Council adopted a Vision Statement on Access, Equity, and Diversity in 2003 and a Workforce Equity and Inclusion Plan in 2019. This plan involves three strategic focus areas: "1. Enabling Data Informed Decision-Making; 2. Fostering a Culture of Engagement and Inclusion; and 3. Embedding an Equity Lens throughout the Employee Life Cycle."[34] The City of Toronto has also created an Accommodation Policy, which includes Guidelines for Accommodating Gender Identity and Gender Expression. The broader

Accommodation Policy includes procedures for how to assess and verify the need for accommodation and engage in dialogue with the person seeking accommodation. What's significant about this accommodation policy is that it makes clear the need for the employer to be creative in finding solutions, the need to offer many possibilities, and the importance of closely considering the preferred solution of the person seeking accommodation.[35] To make a request, an employee can fill out and submit a form titled Request/Document Accommodation Plans.[36]

According to the City of Toronto's Guidelines for Accommodating Gender Identity and Gender Expression,[37] good accommodation is "individualized, promotes integration and full participation, is consistent with inclusive design whenever possible and respects privacy."[38] One example of how they enact individualized accommodations is how they handle requests from trans employees for informing other staff about pronoun changes. For example, "some trans employees may request that Management communicate a particular message about the use of pronouns to their team in the workplace, [whereas] other trans employees may request the opportunity to communicate with their team directly about a change in pronoun."[39] Further,

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33 City of Vancouver. "Diversity on Advisory Bodies".

34 City of Toronto. "Workforce Equity & Inclusion Plan". https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/

35 City of Toronto. "Accommodation". (Policy statement). https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/

36 See Appendix B.

37 City of Toronto. "Guidelines for Accommodating Gender Identity and Gender Expression". City of Toronto, revised 2021. https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/guidelines-for-accommodating-gender-identity-and-gender-expression/

38 City of Toronto. "Guidelines for Accommodating Gender Identity and Gender Expression".

39 City of Toronto. "Guidelines for Accommodating Gender Identity and Gender Expression".

recognizing the harm that forms can cause to trans and non-binary people, the guidelines state, "City forms should be reviewed and edited for inclusivity at the design stage, negating the need for people to request changes that better accommodate gender identity and expression once the form is in use."[40]

These guidelines also provide a number of examples of common accommodation requests based on gender expression and/or gender identity and tips for providing accommodation. For example the report states:

> **"If people request the use of a particular pronoun as an accommodation, grant that accommodation and use the correct pronoun. Do not refer to people by an incorrect pronoun once the correct pronoun has been established. If a mistake occurs, acknowledge it and work to correct it. If there is uncertainty about their pronoun, ask respectfully. To increase inclusivity at events, include a space for participants to include their pronouns on name cards."[41]**

Another common request that the City of Toronto accommodates is name and gender title changes during legal name change processes. The guidelines state, "Legal name changes can take time to process depending on the circumstances. During the processing period and upon request, use the new name and gender title

(Ms., Mr., Mrs., etc.) for emails, phone directories, corporate identification/access cards, name plates, etc."[42] For transitioning employees, the guidelines suggest developing an individualized accommodation plan. This is further supported through the City of Toronto's Accomodation Framework for Transitioning Employees.[43]

Other common requests that are accommodated include leave requests for gender-affirming surgery, which may require the employee to provide medical documentation; requests to use washrooms that correspond to a person's gender identity, which "do not require medical documentation or any other form of 'proof'" but merely "self-identification." The guidelines further state,

> **"City employees and Management should not direct people to a gendered washroom, but should instead inform people of the various washroom options available so they can decide which one to use for themselves. If people raise concerns about trans or gender non-conforming people's use of a multi-stall washroom, kindly suggest to those who raise the concerns that they may use a single-stall washroom if one is available. When possible, create and/or offer an accessible gender-neutral washroom."[44]**

The City of Ottawa has developed an Equity

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40 City of Toronto. "Guidelines for Accommodating Gender Identity and Gender Expression".

41 City of Toronto. "Guidelines for Accommodating Gender Identity and Gender Expression".

42 City of Toronto. "Guidelines for Accommodating Gender Identity and Gender Expression".

43 City of Toronto. "Accommodation Framework for Transitioning Employees". (Public document, 97b4). https://www.toronto.ca/wp-content/uploads/2020/10/97b4-Accommodation-Framework-for-Transitioning-Employees-102120.docx

44 City of Toronto. "Guidelines for Accommodating Gender Identity and Gender Expression".

and Diversity Policy,[45] which outlines the responsibilities of City managers and staff, as well as persons acting on behalf of the City (e.g., consultants, contractors) and job applicants, to ensure that the City of Ottawa meets its EDI goals. For example, General Managers/Directors are expected to make the City's Equity and Diversity Policy accessible to all staff and support them in understanding and abiding by it by "empower[ing] supervisors and managers to reinforce diversity and inclusion and provide opportunities for capacity-building and action."[46] They are also responsible for "ensuring that equity and diversity are considered in all aspects of departmental planning, processes and strategies" and for "consulting with Diversity and Inclusion staff, as appropriate, during the development of policies and programs…"[47]

To further protect workers, three of the five cities (Vancouver, Toronto, and Ottawa) have created Anti-Harassment policies[48] while Edmonton and Calgary have created a Respectful Workplace policy. Edmonton's policy states:

"A respectful workplace is one that is free of harassment and discrimination, and where all employees are treated fairly, diversity is acknowledged and valued, communication is open and civil, expectations around behaviour are clearly communicated, resources and training to resolve disputes are provided, conflict is addressed early, and there is a culture of inclusion, empowerment and cooperation."[49]

Creating an Inclusive Workplace Culture

A strong workplace culture is one that values all employees and sends a strong one-team message. In order to do so, employees must be on the same playing field, which can be difficult for minority groups who can experience discrimination in the workplace. While training and education on challenging biases is necessary for all staff in the workplace, it is also important for minority groups to be able to see themselves reflected in the larger work community. One way to support this view is in helping those individuals find each other within the organization, providing opportunities to connect, advocate for themselves and each other, and partnering with the organization on addressing issues of inclusion in the workplace.

The Cities of Ottawa, Toronto, and Vancouver support 2SLGBTQIAP+ employee groups, also referred to as affinity groups. The City of Ottawa Rainbow Employees Network is one of nine employee-initiated and employee-run groups that fosters an inclusive workplace for

45 City of Ottawa. "Equity and Diversity Policy." Revised 2017. https://ottawa.ca/en/city-hall/city-manager-administration-and-policies/policies-and-administrative-structure/administrative-policies#section-c6d8f135-5756-45fd-ae1b-024b7249c05c

46 City of Ottawa, "Equity and Diversity Policy"

47 City of Ottawa, "Equity and Diversity Policy"

48 City of Toronto. "Human Rights and Anti-Harassment/Discrimination (HRAP)". 2022. https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/human-rights-and-anti-harassment-discrimination-hrap/; City of Vancouver. "Human Rights and Harassment Policy". Updated 2016. https://policy.vancouver.ca/AE00205.pdf; City of Ottawa. "Workplace Harassment - Policy". https://app06.ottawa.ca/calendar/ottawa/citycouncil/csedc/2010/06-01/08%20-%20FINAL%20-%20ACS2010-COS-HRS-0002%20-%20Bill%20168%20Report%20-%20May%2027.htm#:~:text=The%20City%20of%20Ottawa%20prohibits,be%20known%20to%20be%20unwelcome

49 City of Edmonton. "Respectful Workplace." (Administrative Policy, Number A1127, approved 2020). https://www.edmonton.ca/public-files/assets/document?path=PoliciesDirectives/A1127AdministrativePolicy.pdf

the City's 2SLGBTQQIA+ employees and allies. A City of Ottawa web story states, "Employee-driven initiatives help create environments where everyone is treated fairly, respectfully and with dignity, and the City has committed to supporting employees wanting to create and participate in affinity groups."[50]

Similarly, the Toronto Public Service Pride Network is "a network of City staff who support 2SLGBTQI+ employees to bring their whole selves to work, to achieve their full potential, and to deliver excellent public service. The Network organizes events and advocates for a safer, more equitable and respectful working environment for 2SLGBTQI+ employees of the Toronto Public Service."[51]

The City of Vancouver has 12 Employee Resource Groups, which "provide spaces where employees from marginalized groups can come together for social connection, sense of community, networking, and mutual support."[52] They also serve to "formalize the connection between City's leadership and staff from marginalized groups, building relationships and channels for two-way exchange and co-creation of solutions."[53] These groups include Queer Change

Makers; QTBIPOC Network; and Trans, Gender Diverse, and Non-Binary Employees.

An additional strategy for creating an inclusive workplace culture is to reward employees for enacting EDI values in their day-to-day work. The City of Ottawa Equity and Diversity Award Program[54] "recognizes individuals or teams who have demonstrated a clear commitment to making the City an inclusive workforce of individuals in all designated groups and creating a culture of respect and diversity."[55]

Further, the City of Toronto fosters a "culture of inclusion and engagement" through "consult[ing], partner[ing], and develop[ing] actions to increase engagement and build inclusion of Indigenous, Black, and equity-seeking groups," and through "work[ing] with City divisions to support areas that have below average scores in the areas of diversity and inclusion by developing action plans to create a more inclusive work environment."[56]

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50 City of Ottawa. "Meet the Rainbow Employees Network: A City affinity group helping 2SLGBTQQIA+ employees bring their whole selves to work". 2022. https://ottawa.ca/en/news/meet-rainbow-employees-network-city-affinity-group-helping-2slgbtqqia-employees-bring-their-whole-selves-work

51 City of Toronto Seniors Services and Long-Term Care division. "Leading & Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors". https://www.toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf

52 City of Vancouver. "Employee Resource Groups". https://jobs.vancouver.ca/content/employee-resource-groups/?locale=en_US

53 City of Vancouver. "Employee Resource Groups".

54 See also The Public Service Pride Awards by the Public Service Pride Network, an organization that represents thousands of 2SLBGTQIA+ public servants and allies in 70 federal departments and agencies across Canada.

55 City of Ottawa and City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot". (Public report, 2016 version). https://www.cawi-ivtf.org/wp-content/uploads/Snapshots/LGBTQ-Snapshot_En.pdf

56 City of Toronto. "Workforce Equity & Inclusion Plan". https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/

Training, Learning & Awareness

Inclusion in the workplace is not possible without putting the appropriate emphasis on training and educating staff at all levels of the organization. Training provides an opportunity to level set, giving all staff a common understanding of gender and sexual diversity; an introduction to language and terminology that might be unfamiliar or incorrect; examples of inclusive behaviours and concrete ways to challenge discrimination; challenge unconscious bias; and promote a vision for an engaged and allied workplace culture.

The City of Ottawa offers 24 EDI learning opportunities for staff, including several mandatory learning modules. For example, Leading a Diverse Workforce is a learning module that is mandatory for managers and supervisors; Respectful Workplace, Violence, and Harassment training is mandatory training for City employees; and The Equity and Inclusion Lens training, which "provides the tools required to consider equity, and to build inclusive practices into the day-to-day work of City employees, is mandatory for new employees."[57]

The City of Toronto has created the Understanding Sexual Orientation and Gender Identity Curriculum, which is a "40 minute e-learning module available to all City staff that introduces the concepts of gender, sexual orientation, and other key terms; obligations under the Human Rights and Anti-Harassment/ Discrimination Policies; and, practical tips for being 2SLGBTQI+ inclusive in daily practice."[58] Positive Space Toronto is a "city-wide program that seeks to increase awareness and inclusion of 2SLGBTQI+ employees by training staff to be knowledgeable about the barriers experienced by Queer and Trans people, and how to be a better ally to their 2SLGBTQI+ colleagues."[59]

Further, the City of Toronto has embedded training on the City's equity and human rights policies in the onboarding of new employees at all levels (staff, management, executives). To do this, the City takes the following actions:

- "Apply inclusive design principles to the new employee orientation program.

- Include materials regarding diversity and inclusion in pre-boarding materials for new hires and ensure all orientation materials and sessions are AODA compliant.

- Provide divisional staff with a diversity and inclusion recommendation checklist, including human rights policies, to guide divisional orientation activities.

- Increase equity, accessibility, human rights and inclusion learning content in the Management and Executive Onboarding curricula."[60]

The City of Toronto also tracks its equity learning content by continuously monitoring, assessing, and adjusting it. Further, when

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57 City of Ottawa, "Corporate Diversity and Inclusion Plan".

58 City of Toronto Seniors Services and Long-Term Care division. "Leading & Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors".

59 City of Toronto. "Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors". (Public report). https://www. toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf

60 City of Toronto. "Workforce Equity & Inclusion Plan".

the City of Toronto hires vendors to facilitate training workshops, the City conducts "ongoing vendor orientation sessions to ensure learning accessibility is addressed with external facilitators" and it audits vendor content to "ensure equity and inclusion lens criteria are addressed to identify and remove barriers and support an inclusive learning environment."[61]

After embedding Gender Based Analysis Plus (GBA+) throughout the City of Edmonton operations, the City took the following steps to support employees with "understand[ing] and feel[ing] comfortable working with GBA+" and to embed it throughout City operations:

• Centres of Excellence have been established in each department to help build capacity to use GBA+

• A GBA+ Advisory Committee of diverse employees from across the organization has been created to provide advice and feedback on how to continue to integrate GBA+ throughout the City

• A training program was developed to practice applying GBA+

• A City-specific tool was created to guide employees in using GBA+

The City also "created and embraced programs and resources that help all of us learn more about what makes us diverse and how to help create inclusion, including:

• Work experience programs for equity-seeking individuals

• Information and training sessions on sexual and gender minorities

• Toolbox talks on diversity and inclusion speakers on diversity and inclusion topics

• Programs specifically for diverse community groups (e.g., Indigenous youth)"[62]

As part of the City of Vancouver Equity Framework, managers across departments will work with

> **"their teams on the definitions and approaches put forward by this Framework [to embed] them into day-to-day practices… Training and ongoing internal and external communications are a key component in this group of activities. Finally, this group connects the City's equity work with finance, legal, sustainability and other key departments at the City. Responsibility for this group of activities will sit with the City Manager's Office and will include partnerships across the organization."[63]**

Further, in 2019, the City of Edmonton created an Inclusive Language Guide for City employees. The guide discusses best practices for using inclusive language, as well as words to avoid, with respect to gender, LGBTQ2S persons, Indigenous people, mental health, people with disabilities, and race and ethnicity. There is also a section titled "It's OK to make mistakes" with suggestions for what to do if you make a mistake.[64]

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61 City of Toronto. "Workforce Equity & Inclusion Plan".

62 City of Edmonton. "The Art of Inclusion: Our Diversity & Inclusion Framework", 15.

63 City of Vancouver. "Equity Framework: Getting our house in order," 21-22

64 City of Edmonton. "Inclusive Language Guide". (Public document, Diversity & Inclusion Employee Services, January 2019). https://

The City of Calgary provides awareness and education training to its staff, including education on unconscious biases, human rights, and bridging cultures. The City also developed tools and resources to support leaders and employees in advancing inclusion in the workplace. For example, 144 Diversity & Inclusion sessions were held with 5,505 participants between 2015 and 2018; 279 Respectful Workplace sessions were held with 6,522 participants between 2015 and 2018; and 14,498 employees completed the Code of Conduct training between 2018 and 2019.[65]

Inclusive Hiring

The City of Calgary's Gender, Equity, Diversity and Inclusion Strategy opens with the following quote by a leader in the organization:

> **"As a municipal government, trusted to make decisions in the best interests of our citizens, how can we say to those same citizens that their experiences and concerns are well understood and fairly considered if they do not even see themselves represented amongst staff and decision makers? We must reflect the community that surrounds us to deliver the services that are expected of us."[66]**

Hiring practices that emphasize inclusion have been shown to be beneficial not only to candidates, but also to the organization itself. Catalyst, a global non-profit that seeks to enhance the inclusion of women in the workplace by supporting organizations in implementing hiring practices that promote equity, has found that equitable hiring correlates with significant positive impacts on "talent, innovation and group performance, reputation and responsibility, and financial performance."[67] Citing a variety of sources, Catalyst makes a strong business case for the strategic implementation of inclusive hiring. Workplaces that value and model equity and inclusion enhances employee attraction, engagement and retention, and reduces incidence of discrimination and harassment. In addition, Catalyst outlines the ways in which inclusive hiring enhances productivity and creativity; helps reduce groupthink; increases team performance; enhances an organization's reputation; helps to mitigate risk by bringing a variety of viewpoints to the table; and sets an organization up to better meet its objectives in environmental, social, and governance activities.

In January 2020, the City of Ottawa's Senior Leadership Team approved the Corporate Diversity and Inclusion Plan (CDIP). The objective of this seven-year plan is "to achieve a representative workforce and an inclusive workplace."[68] To achieve this, the plan is organized around three pillars of collective priorities:

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www.edmonton.ca/public-files/assets/document?path=PDF/InclusiveLanguageGuide2019.pdf

65 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy".

66 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy".

67 Catalyst. "Why Diversity and Inclusion Matter (Quick Take)". (Research publication, June 24, 2020). https://www.catalyst.org/research/why-diversity-and-inclusion-matter/

68 City of Ottawa, "Corporate Diversity and Inclusion Plan". https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344

1. Recruit and Hire: Eliminate barriers and enhance knowledge

2. Retain and Promote: Respectful workplaces and opportunities for all

3. Safe to Self-ID: Candidates and employees feel safe to self-identify.

The City of Ottawa has developed 52 concrete actions, stemming from the above three pillars, "that are grounded in evidenced-based best practices in the field of EDI."[69] Below are some examples of the steps they are taking.

The City of Ottawa successfully piloted Leverage Equity to Achieve Diversity and Inclusion Targets (LEAD IT) in four departments in 2020 and 2021. With LEAD IT, the City was able to "track candidates who self-identify as belonging to one or more of the equity groups along every stage of the hiring process."[70] The purpose of LEAD IT is to "identify and address any barriers in [the City's] application and hiring process," said Diversity and Inclusion Specialist Sheila James. "LEAD IT presents new ways of scoring and ranking people applying for jobs. It asks managers to apply an equity lens and to be aware of their own biases when screening. It also ensures diverse candidates are being considered."[71]

As part of LEAD IT, hiring panels include more diverse representation and perspectives, interview questions "allow all candidates to demonstrate their skills and experiences related to equity and diversity,"[72] and City of Ottawa job postings include inclusive language. For example, all City of Ottawa job postings include the following equal opportunity statement:

> **"The City of Ottawa promotes the principles of diversity and inclusion and adheres to the tenets of the Canadian Human Rights Act and the Ontario Human Rights Code. We encourage applications from members of Indigenous, Black and other racialized communities, persons with disabilities, women and non-binary persons, persons of all ethnic origins, religions, sexual orientations, classes, gender identities and expressions. Candidates are encouraged to self-identify as a member of one or more designated employment equity groups in the self-identification questionnaire."[73]**

Further, the City's Designated Position Programs, as part of LEAD IT, allows managers to identify positions that are to be filled by members of employment equity groups "based on bona fide occupational requirements in job descriptions or significant gaps in workforce representation."[74] The City of Ottawa has also developed a comprehensive toolkit[75] for hiring

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69 City of Ottawa, "Corporate Diversity and Inclusion Plan".

70 City of Ottawa. "In the City's journey to build a more representative workforce, Sheila James is LEADing the way". (Archived web content, 2022). https://ottawa.ca/en/news/citys-journey-build-more-representative-workforce-sheila-james-leading-way

71 City of Ottawa. "In the City's journey to build a more representative workforce, Sheila James is LEADing the way".

72 City of Ottawa. "In the City's journey to build a more representative workforce, Sheila James is LEADing the way".

73 See Appendix C.

74 City of Ottawa, "Corporate Diversity and Inclusion Plan". https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344

75 City of Ottawa, "Corporate Diversity and Inclusion Plan".

managers that includes practical steps to support hiring processes and remove biases in the interview process. In addition, the City put a variety of practices in place to assist candidates' ability to compete fairly, including sharing interview questions 15 minutes in advance; using prompting questions; offering bias awareness tips for the hiring panel; and offering accommodation to all candidates. For example, all job postings include this statement: "The City of Ottawa provides accommodation during all parts of the hiring process, upon request, to applicants with disabilities. If contacted to proceed to the selection process, please advise us if you require any accommodation. Accessible formats and communication supports are available upon request."[76]

The City of Calgary is addressing barriers to participation for current and prospective City employees by applying a GBA+ lens on HR initiatives to:

- "ensure fair and equitable opportunities for current and prospective employees.

- decrease the potential for bias in the recruitment process by conducting a feasibility study on integrating technology to scrub names/addresses of candidates from resumes."[77]

The City of Calgary also strives to identify and reduce barriers to participation on Boards, Commissions, and Committees by exploring ways to eliminate bias in the recruitment and selection process and in "continu[ing] to assess applicants based on information collected via standard application forms rather than resumes."[78] The City is also investigating methods to anonymize applications to Boards, Commissions, and Committees.

The City of Toronto aims to "increase representation of Indigenous, Black, and equity-seeking groups through recruitment practices such as:

- Implement foundational training for recruitment staff and hiring managers to cover areas including: unconscious bias, diversity and inclusion fundamentals, managing bias in hiring, confronting anti-Black racism, Indigenous cultural competency training, accessibility and human rights education.

- Broaden outreach to diverse communities and ensure diverse talent pools are aware of City employment opportunities.

- Apply an equity lens to job postings, assessments and reference checks to remove systemic barriers.

- Collect diversity data at time of application.

- Establish divisional talent forums and leadership pipelines.

- Increase diversity in talent pool for leadership positions through focused and deliberate efforts.

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76 See Appendix C. https://jobs-emplois.ottawa.ca/city-jobs/job/Ottawa%2C-ON-Program-Manager%2C-Workplace-Equity%2C-Inclusion%2C-Belonging-ON/727234847/

77 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy". (Public report). https://www.calgary.ca/content/dam/www/csps/cns/documents/gedi-strategy.pdf

78   City of Calgary. "Gender Equity, Diversity and Inclusion Strategy".

- Apply a diversity lens to hiring panel compositions.

- Assess hiring outcomes annually to inform strategies for subsequent years."[79]

Implementing Data Gathering Processes & Accountability Measures

Planning for a desired future state requires a clear understanding of the current state on which to build the roadmap. Gathering data at the outset of an initiative against which to benchmark allows for data-informed decision making, and also helps to define the problem to be solved. In looking to measure something as intangible as equity and inclusion, markers must be developed early on, as well as indicators that signal change has been made. Setting and reporting on targets, and defining success early on creates objectives, accountabilities, and commitments that will drive the work forward. Without these deliberate first steps, there is no way to concretely demonstrate the shifts that may have been made.

The City of Edmonton has identified four pillars of inclusion – diversity, equity, skill, and growth. To hold the City accountable and ensure they are making progress, they have set three objectives for each pillar; developed a five year action plan for each pillar; and committed to monitoring their progress through data gathering processes. For example, under the pillar diversity, the City has identified three objectives and committed

to taking 19 concrete actions in order to reach these goals, as well as proposed a timeframe for achieving each action. To assess how well the City's actions support its objectives, the City has established "quantitative measures of success and processes to track them" as well as "qualitative analysis to understand and report on people's experiences of progress toward [the City's] Shared Goal for Inclusion."[80] This data is collected annually and reported on to the Executive Leadership Team. Quantitative data gathering processes include a survey of employees to determine the degree to which they feel included and qualitative data involves gathering personal stories from employees to determine what they are "doing well and need to pay attention to going forward."[81]

Similarly, the City of Ottawa's EDI actions are "tracked, measured, and reported, using process and outcome indicators to ensure the City of Ottawa is meeting its corporate diversity and inclusion objectives."[82] To monitor progress and evaluate and report on outcomes, the Equity Secretariat has developed "a model that maps EDI corporate activities and corresponding key performance indicators to measure progress"[83]; a reporting template for all departments to track how they are reaching their targets; and a city-wide questionnaire.

The City of Ottawa has also created the Equity Secretariat, as well as a Workplace Equity, Inclusion, and Belonging Branch in the City's

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79 City of Toronto. "Workforce Equity & Inclusion Plan". https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/

80 City of Edmonton. "The Art of Inclusion: Our Diversity & Inclusion Framework".

81 City of Edmonton. "The Art of Inclusion: Our Diversity & Inclusion Framework".

82 City of Ottawa, "Corporate Diversity and Inclusion Plan". https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344

83 City of Ottawa, "Corporate Diversity and Inclusion Plan".

Department of Community and Social Services. "The mandate of the Workplace Equity, Inclusion, and Belonging Branch is to function as a centre of expertise to advance equity and inclusion commitments across the organization."[84] Within this branch, the City has created Diversity and Inclusion staff and manager positions. As the City's Corporate Diversity and Inclusion Plan states, "...all employees are expected to apply the City's equity lens into their work. This requires the Equity Secretariat to work across all departments to advise and input into policies, procedure documents, processes and initiatives."[85]

In 2015, the City of Calgary refreshed its Corporate Employee Survey "to collect demographic data and introduced for the first time questions around gender identity, gender expression, and the LGBTQ community."[86] It also introduced in 2016 an Inclusion index "to measure how different groups perceive [their] workplace, with the ability to analyze the employee experience by demographic data and identify areas of gaps."[87]

The City of Toronto is committed to data-informed decision making and takes the following actions to support this goal:

- "Implement strategies to increase the overall response rate for the City's workforce survey, Count Yourself In.

- On an annual basis, develop and share divisional aggregated diversity data to help identify opportunities for improvement in recruitment and retention efforts.

- Disaggregate corporate diversity data to identify systemic barriers experienced by Indigenous, Black, and equity-seeking groups.

- Continue to monitor diversity data across the City, in order to help to inform decision-making and address gaps in representation across all levels of the Public Service."[88]

The City of Vancouver hired a Chief Equity Officer and created an Equity Office, which will oversee the implementation of the City's vision for equity. "It is the responsibility of each department at the City to align their strategic plans, annual work plans, and day-to-day decisions with the directions provided by the Equity Framework. The City's Equity Office will act as a resource to support this work, and as an oversight body to ensure accountability."[89] The City of Vancouver will measure progress based on three equity imperatives: the Justice Imperative; the Compliance Imperative; and the Effectiveness Imperative.

"From a justice perspective, [the City] might gauge progress towards equity by measuring, for example: indicators of community health and wellbeing …

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84 See Appendix C.

85   City of Ottawa, "Corporate Diversity and Inclusion Plan".

86 City of Calgary. "City of Calgary Annual Corporate Employee Survey". https://www.calgary.ca/employees/corporate-survey.html

87 City of Calgary. "Equity, diversity, inclusion and belonging". https://www.calgary.ca/employees/inclusion.html

88 City of Toronto. "Workforce Equity & Inclusion Plan".

89 City of Vancouver. "Equity Framework: Getting our house in order", 20-21

strength of relationship with Host Nations and urban Indigenous communities, number of City policies and programs significantly modified to remove barriers for equity-denied communities, representation of equity-denied groups in workforce, elected and leadership positions, and their self-reported sense of belonging and wellbeing at work."[90]

The Compliance Imperative works to hold the City of Vancouver accountable for the legislation found within the British Columbia Human Rights Code, WorkSafeBC legislation, as well as responsibilities of the municipal government "to provide members of the public with access to its services and facilities in a nondiscriminatory way."[91] One way to enact accountability from a compliance perspective would be to "gauge progress towards equity by tracking, for example, strength and accessibility of internal policies and procedures, and trust in the City as an employer."[92]

Drawing on the growing body of research on the effects of developing inclusive policies in the workplace,[93] the Effectiveness Imperative guides the City of Vancouver on how successful the equity framework is being implemented. "From an effectiveness perspective, we might gauge progress towards equity by assessing, for example: participation and trust in government

reported by marginalized groups, level of interest from equity-denied groups to work at the City, success in promotion and retention, prevalence of outside-the-box solutions, and overall corporate performance."[94]

Community Partnerships and Engagement

Community partnerships are a vital aspect of creating initiatives that aim to enhance inclusion. Engaging early on with community leaders builds trust, and it places emphasis on holding space for marginalized groups to speak for themselves and their community on issues and policies that impact them. Successful municipal initiatives that look to enhance equity in the larger community are initiatives that focus on collaboration and consultation, strengthening community networks, and creating collective, lasting change.

In 2020, Toronto joined Pride at Work Canada, "a leading national non-profit organization that promotes workplace inclusion on the grounds of gender expression, gender identity and sexual orientation."[95] Through this network, employees have "access to resources and supports that can help create more inclusive spaces and contribute to deepening inclusion of Toronto's Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit (LGBTQ2S+) communities."[96]

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90   City of Vancouver. "Equity Framework: Getting our house in order", 12

91   City of Vancouver. "Equity Framework: Getting our house in order", 13

92   City of Vancouver. "Equity Framework: Getting our house in order", 13

93   See one summary here https://www.catalyst.org/research/why-diversity-and-inclusion-matter/.

94   City of Vancouver. "Equity Framework: Getting our house in order", 14.

95   City of Toronto. "City of Toronto joins Pride at Work Canada to promote workplace inclusion for LGBTQ2S+ people". (News release, 2020). https://www.toronto.ca/news/city-of-toronto-joins-pride-at-work-canada-to-promote-workplace-inclusion-for-lgbtq2s-people/

96   City of Toronto. "City of Toronto joins Pride at Work Canada to promote workplace inclusion for LGBTQ2S+ people".

One of Pride at Work's resources, "Beyond Diversity: An LGBT Best Practice Guide," outlines the "top 12 strategies to promote inclusion of LGBT people in the workplace."[97] Such strategies include creating a written, formal policy detailing an employer's stance on 2SLGBTQIAP+ inclusion and expectations that all employees behave accordingly; using gender-neutral language throughout the organization; providing a benefits package that meets the needs of 2SLGBTQIAP+ employees (for example, one software company cited in the guide provides nearly full coverage to employees undergoing gender affirmation surgery, including pre-surgery counseling, the surgery itself, and medications); providing diversity training to all employees; supporting employees undergoing gender transition; and allocating money in the budget toward creating an inclusive workplace.

Integral to the successful development and implementation of the City of Ottawa's EDI initiatives is the City's collaboration with City For All Women Initiative (CAWI). CAWI is a grassroots non-profit organization that works to create

"a city where everyone can thrive. Where diverse voices are heard, valued and honoured. Where social equity, inclusion and justice are priorities. [...] To pursue [the CAWI's] vision, we work with women, non-binary and gender-non-conforming residents with lived experience of marginalization, as well as partners and City decision makers."[98]

In partnership with CAWI in 2010 (2nd ed. 2015), the City of Ottawa developed The Equity and Inclusion Lens, "a tool to support the work of City staff, management and Council."[99] The Equity and Inclusion Lens, which is regularly updated, helps [the City] to be consistent and coherent in [its] efforts to move equity and inclusion forward in [its] services, through [its] people and to the benefit of [Ottawa]."[100] Funded by the City of Ottawa and the Status of Women Canada, CAWI also created the Equity and Inclusion Lens Handbook, which is a comprehensive guide providing detailed steps for staff and management of municipalities on how to assess and revise "their planning and program development and delivery activities to ensure they are inclusive of the full diversity of residents."[101] The handbook includes eleven Snapshots, including the LGBT Equity & Inclusion Lens Snapshot. Section 5 of the LGBT Equity & Inclusion Lens Snapshot outlines a vision for what an LGBTQ-friendly city would look like:

- The City incorporates LGBTQ-inclusive language and approaches in everyday City business.

- LGBTQ communities are visibly or symbolically included in all civic initiatives and events in the city.

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97 Grenier, Alison & Hixson-Vulpe, Jacq. "Beyond Diversity: An LGBT Best Practice Guide for Employers".

98 City for All Women Initiative. "Our approach". https://www.cawi-ivtf.org/our-approach/

99 "To access them in an electronic version, visit the City of Ottawa Internal Site (Ozone) or the Equity and Inclusion Lens webpage, or the City for All Women Initiative (CAWI) Equity and Inclusion webpage."

100 City of Ottawa and City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot". (Public report, 2016 version). https://www.cawi-ivtf.org/wp-content/uploads/Snapshots/LGBTQ-Snapshot_En.pdf

101 City of Ottawa and City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot".

- LGBTQ people feel safe and welcomed in the workplace, community centres, stores, or City Hall. There are no assumptions that exclude LGBTQ people or that out us in public.

- LGBTQ individuals can access and receive services without complications or worrying about potential homophobic or transphobic encounters (e .g ., health care, marriage services, housing, using washrooms, etc.).

- When LGBTQ people experience homophobia or transphobia, clear and efficient processes can help us access the services we are seeking.

- Information on LGBTQ issues is visible and easily accessible through the City intranet and mainstream services.

- Programs and services have clear and relevant outcomes to LGBTQ communities.

- Health centres provide dignified, non-judgemental services to LGBTQ individuals and address specific LGBTQ health issues.

- Police are there to protect us, not harass us.

- Equitable hiring and career development practices are in place and implemented.[102]

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102 City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot".

2. Advisory Committees

In a 2020 opinion piece published in the *Edmonton Journal*, Dr. Kristopher Wells, Canada Research Chair for the Public Understanding of Sexual and Gender Minority Youth at MacEwan University in Edmonton, shared his thoughts about the role municipalities can play in supporting the queer community. He writes, "It has often been said that municipalities are the level of government closest to the people. The types of policies and everyday practices that municipalities support can have a direct impact on building communities that are diverse, inclusive, open, and welcoming for vulnerable minorities."[103] Within that article, Wells includes the question, "Does your city have an LGBTQ2 advisory group?" The answer for a number of Canadian cities is yes – city councils have recognized the need for the voices of the queer community to have a direct link to city council.

In Vancouver, the 2SLGBTQ Advisory Committee exists "to advise Council and staff on enhancing access and inclusion for lesbian, gay, bisexual, transgender, gender diverse, Two-Spirit and queer communities to fully participate in City services and civic life."[104] The City of Welland, Ontario created a committee that looks to serve the same purpose, "The LGBTQ2+ Advisory Committee is a volunteer committee established to provide leadership and advice to Council on enhancing access and inclusion for lesbian, gay, bisexual, transgender, two-spirit and queer (LGBTQ2+) communities to fully participate in city services and civic life."[105] Following the same mandate, St. Catharines describes the purpose of its LGBTQ2 Advisory Committee as follows:

- "Promote St. Catharines as a welcoming city to all residents and visitors

- Provide knowledge and perspectives to encourage diverse decision making

- Advise on delivery of public programs, services and spaces

- Review the City's policies and programs within their mandate

- Work with community groups to create events that promote equity, inclusion and removal of discrimination

- Engage the community to educate on relevant programs, services or and issues of interest."[106]

Meanwhile, the City of Winnipeg has taken more of a blanket approach by amalgamating committees, relying on its "Human Rights Committee Council to focus on human rights, diversity, equity, peace and inclusion."[107] In Hamilton, the Expanding Housing and Support Services for Women, Non-Binary, and

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103 Wells, Kristopher. "Opinion: How municipalities can support the LGBTQ community," Edmonton Journal, June 3, 2020. https://edmontonjournal.com/opinion/columnists/opinion-how-municipalities-can-support-the-lgbtq-community

104 City of Vancouver. "2SLGBTQ+ Advisory Committee". (Webpage subsection of City of Vancouver's 'Your Government'). https://vancouver.ca/your-government/lgbtq-advisory-committee.aspx

105 City of Welland. "LGBTQ2+ Advisory Committee". (Webpage subsection of Welland's committees, revised 2022.) https://www.welland.ca/committees/LGBTQ2Committee.asp

106 City of St. Catharines. "LGBTQ2 Advisory Committee". (Webpage subsection of St. Catharines' Advisory Committees of Council). https://www.stcatharines.ca/en/council-and-administration/lgbtq2-advisory-committee.aspx

107 City of Winnipeg. "Citizen Equity Committee". https://clkapps.winnipeg.ca/dmis/SelectDocumentType.asp?CommitteeType=CEQ

Transgender Community Sub-Committee reports to the Emergency and Community Services Committee. The sub-committee is

"empowered by and responsible to City Council for its activities; [serving the Council by] reporting on emerging issues as required pertaining to expanding housing and support services for women, transgender, and gender non-binary identified persons to address the intersections of identities such as race, sexual orientation, and gender identity which create unique experiences of housing instability and homelessness."[108]

In 2019, the City of Toronto established the 2SLGBTQ+ Advisory Committee, looking to "bring government, policy, and community leaders together to focus on both service level barriers as well as structural and systemic challenges faced by Queer and Trans communities."[109] Following a request from the Committee, the City announced that it was considering "creating a dedicated unit focused on 2SLGBTQ+ issues" given that such units exist for other equity-deserving groups within the City of Toronto administration. A vote is expected in the second quarter of 2023. One outcome of having this unit in place is that every city report would include any impact to the queer community. The committee Chair explains, "'It's just having an extra set of eyes that says, 'we're going to make this policy change.' We don't want it to have unintended consequences for groups we've identified as needing or deserving to have a different view.'"[110] The committee is clear in its intention to see that the unit, if approved, is properly representative of the multitude of 2SLGBTQIAP+ voices in Toronto. One committee member says,

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108 City of Hamilton. "Expanding Housing and Support Services for Women, Non-Binary and Transgender Community Sub-Committee". https://bm-public-hamilton.escribemeetings.com/BoardDetails/BoardInformation/76

109 City of Toronto. "Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer (2SLGBTQ+) Advisory Committee". https://secure.toronto.ca/pa/decisionBody/782.do

110 Amin, Faiza and Bond, Meredith. "Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues," CityNews Toronto, June 20, 2022. https://toronto.citynews.ca/2022/06/20/toronto-2slgbtq-dedicated-unit/

"Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues," CityNews Toronto, June 20, 2022.

"Hamilton Farmers' Market". (Facebook post, February 16, 2021).

"I'd like to see Black communities, people from the Two-Spirit Indigenous community, people that are working in homeless and drug communities, people that are sex workers. We have such a diversity of people in our communities that are most often overlooked when it comes to implementing services to the city or policies that currently affect people's lives and how they're treated."[111]

The City of Hamilton also has an LGBTQ Advisory Committee "to eliminate barriers experienced by 2S & LGBTQIA communities by giving voice to the perspectives of 2S & LGBTQIA individuals and evaluating the City on its related efforts."[112] This committee makes recommendations to City Council and staff to ensure the City of Hamilton excels in providing services to, and in its interactions with, 2S and LGBTQIA community members. Similar to the City of Toronto 2SLGBTQ+ Advisory Committee, Hamilton's advisory committee passed a motion in 2019 to support diversifying its membership by increasing the number of seats on the committee from nine to 15 and improving the transparency of the selection process.[113]

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111 Amin, Faiza and Bond, Meredith. "Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues."

112 "Hamilton Farmers' Market". (Facebook post, February 16, 2021). https://www.facebook.com/HamiltonFarmersMarket/posts/the-lgbtq-advisory-committee-for-the-city-of-hamilton-exists-to-eliminate-barrie/3527035664061214/

113 Kouniakis, Amy. "City of Hamilton's LGBTQ Advisory Committee Looks to Diversify," Insauga Hamilton, September 6, 2019. https://www.insauga.com/city-of-hamiltons-lgbtq-advisory-committee-looks-to-diversify/

3. Safety

According to a 2020 Statistics Canada study, sexual minority Canadians are more likely than heterosexual Canadians to report experiencing inappropriate behaviours in public (57% versus 22%).[114] Further, transgender people in Canada are more likely to have experienced violence and are also more likely than cisgender Candians to experience inappropriate behaviours in public.[115] Statistics and community members' experiences further indicate that crimes based on sexual orientation and anti-trans hate are on the rise in Canada.[116]

In 2022, Ottawa was targeted by what appeared to have been "a co-ordinated campaign by an anti-trans group that was postering in major cities around the world."[117] Frustrated with the lack of response by the city, six advocacy groups came together to demand that the City of Ottawa take further action. As part of a response effort, "local advocacy groups – including 2SLGBTQ+ led groups – felt the need for a public forum to speak against the hate being expressed while outlining specific actions the City should take to create a safer community for trans people."[118] The Ottawa groups organized a virtual panel called Safe(r) Cities for Trans Folks, with members from advocacy groups and gender diverse and

transgender individuals living in Ottawa. Further, "organizers wrote calls to action for the City of Ottawa [...] with gender diverse and transgender individuals playing a crucial role in ensuring the messaging resonated and spoke from lived experience."[119] In the statement, they called on the City of Ottawa to:

- Publicly and unequivocally denounce anti-trans hate, rhetoric, and violence in the City Of Ottawa

- Respond to the recommendations identified in Wisdom2Action's report, Ottawa 2SLGBTQ+ Community Service Needs, Gaps, and Recommendations, with a clear plan for implementation

- Create a designated 2SLGBTQ+ Secretariat within the City of Ottawa

- Establish a municipal 2SLGBTQ+ Advisory Council with community members and representatives from local 2SLGBTQ+ organizations, to inform and guide municipal efforts on 2SLGBTQ+ health, safety, and rights.[120]

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114 Jaffray, Brianna. "Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018".

115 Jaffray, Brianna. "Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018".

116 Boynton, Sean. "As anti-LGBTQ2 hate grows in Canada, advocates say it's 'never been as scary'," Global News, January 8, 2023. https://globalnews.ca/news/9393280/canada-lgbtq-hate-trans-west-block/

117 Rudnicki, Jonathan. "Advocacy groups call on city to make Ottawa safer for trans people," Capital Current, 2022. https://capitalcurrent.ca/advocacy-groups-call-on-city-to-make-ottawa-safer-for-trans-people/

118 Rudnicki, Jonathan. "Advocacy groups call on city to make Ottawa safer for trans people".

119 Rudnicki, Jonathan. "Advocacy groups call on city to make Ottawa safer for trans people".

120   Rudnicki, Jonathan. "Advocacy groups call on city to make Ottawa safer for trans people".

City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan," 2-3

Further, during the 2022 Ottawa municipal election, activists created nowwhatottawa.ca to encourage and support voters in "keeping equity front and centre" during the election. Activists called on all municipal candidates to commit to the following:

- Addressing the housing crisis in Ottawa from an intersectional feminist perspective, to ensure that safe and deeply affordable housing is available to all.

- Ensuring that our city is safer for trans, gender diverse and 2SLGBTQIA+ communities.

- Developing a non-police mental health response and reinvesting in community-based resources that meet the needs of survivors of gender-based violence.

- Creating a Women and Gender Equity Advisory Body to provide expertise and engage in collaborative decision-making with the City.[121]

Gender-based violence is defined as "violence that is committed against someone based on their gender identity, gender expression, or perceived gender."[122] The City of Toronto acknowledges on its website that "patriarchy is the root cause of gender-based violence, and is intensified by other forms of discrimination, including racism, colonialism, ableism, homophobia, transphobia, and poverty."[123] The City further acknowledges that gender-based violence disproportionately impacts LGBTQQI2S persons and gender non-conforming people.

In 2021, Toronto City Council adopted SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan,[124] which includes "26 priority actions across seven strategic goals: reduce vulnerability; reduce violence; advance truth and reconciliation; promote healing and justice; invest in people; invest in neighbourhoods, and drive collaboration and accountability."[125]

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121 "Will YOU help keep gender equity front and center in the upcoming municipal election?" (2022). https://nowwhatottawa.ca/

122 Jaffray, Brianna. "Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018," (Public report,Canadian Centre for Justice and Community Safety Statistics. Published by Statistics Canada on September 9, 2020). https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00009-eng.htm

123 City of Toronto. "Gender-Based Violence". https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/gender-based-violence/

124 City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan". (Public report, July 2021). https://www.toronto.ca/legdocs/mmis/2021/ex/bgrd/backgroundfile-168551.pdf

125 City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan".

The document opens with a message from the Mayor of Toronto:

> "…systemic inequities are still present that threaten our city's values and work to drive divide. Rather than being able to enjoy and participate in Toronto's prosperity, many Torontonians, particularly those from Indigenous, Black and equity denied communities, must navigate a city where such inequities negatively contribute to their safety and well-being. As Mayor, I believe it is vital to acknowledge this as we strive to build a 'Toronto for All' and live by our values which see us striving to be the most inclusive city in the world. We are actively building:
>
> A Toronto that acknowledges and actively works to reconcile the historical and contemporary injustices on the lives of Indigenous peoples;
>
> A Toronto that introduces systemic changes to eradicate racism, discrimination and other forms of marginalization;
>
> A Toronto where everyone feels a sense of belonging;
>
> A Toronto that produces equitable opportunities for residents to participate;
>
> A Toronto where everyone is safe, healthy and well."[126]

The City of Toronto describes the plan as "a bold and different approach to advancing community safety by working collaboratively across sectors, communities, and governments."[127] The plan addresses safety issues by:

- "expanding the definition of community safety beyond crime or policing to include well-being

- redefining what trauma means and deepening the ability of the City and its partners to be informed by it and respond to it

- enhancing our ability to act early and advance preventive approaches

- developing innovative mechanisms to use multi-sector data to inform decision making and integrate investments

- implementing an effective multi-sector governance structure that brings our critical partners into co-ordinated leadership and action

- committing to a long-term vision of community safety and well-being and a comprehensive plan to realize it."[128]

SafeTO also provides a roadmap for how the City, as well as community services, healthcare systems, education systems, justice systems, police, and businesses "can work collaboratively across different sectors and across governments to support community safety and well-being. An implementation plan was presented to City Council for approval on February, 2022 (report EX29.2)."[129]

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126 City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan".

127 City of Toronto. "SafeTO: A Community Safety & Well-Being Plan". (July 14, 2021). https://www.toronto.ca/community-people/public-safety-alerts/community-safety-programs/community-safety-well-being-plan/

128 City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan".

129 City of Toronto. "Item - 2022.EX29.2". (City Council agenda item, adopted February 2, 2022). https://secure.toronto.ca/council/agenda-item.

The City of Toronto has also created a Hate Activity policy with the objective of "establishing and maintaining a hate-free city."[130] As part of this policy, the City of Toronto commits to eliminating hate by "publicly condemning the actions of hate groups/individuals and racist organizations."[131] The policy explicitly names LGBTQ2S community members as frequent targets of hate, and denies people and organizations who spread hate access to public city facilities and spaces. It states:

"Public space, facilities, and properties within the jurisdiction of the City of Toronto will not be available or accessible to any individual or group that promotes views and ideas which are likely to promote discrimination, contempt or hatred for any person or group on the basis of race, ethnic origin, place of origin, citizenship, colour, ancestry, language, creed (religion), age, sex, gender identity, gender expression, marital status, family status, sexual orientation, disability, political affiliation, membership in a union or staff association, receipt of public assistance, level of literacy or any other similar factor."[132]

The City of Toronto further requires users of City public spaces, facilities, and properties, as well as City grant recipients using such spaces to sign the City's Declaration of Compliance with Anti-Harassment/Discrimination Legislation and City Policy form[133] to ensure they are not conducting business that violates the Criminal Code of Canada, including hate propaganda laws, and the Ontario Human Rights Code.

The City of Vancouver is one of six Canadian cities participating in the United Nations Safe Cities Initiative,[134] which "aims to address gender-based and sexualized violence and harassment by focusing on city policies, planning, programs and services and how they can be changed and applied to increase safety and build safer public spaces."[135] In 2021, the City of Vancouver launched a survey to gain a better understanding of residents' experiences with gender-based and sexualized violence and harassment in public spaces, which includes "unwanted touching, cat-calling, being followed, and homophobic, transphobic, and racist harassment."[136] The survey results will inform the City's strategy

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do?item=2022.EX29.2

130 City of Toronto. "Hate Activity". (Policy statement). Revised 2021. https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/hate-activity/

131 City of Toronto. "Hate Activity".

132 City of Toronto. "Hate Activity".

133 City of Toronto. "Declaration of Compliance with Anti-Harassment/Discrimination Legislation and City Policy". (Form 95b1). https://www.toronto.ca/wp-content/uploads/2021/04/95b1-Declaration-of-Compliance-with-Anti-Harassment-and-Discrimination.docx

134 United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). "Safe Cities and Safe Public Spaces: Global results report". (Public report, 2017). https://www.unwomen.org/en/digital-library/publications/2017/10/safe-cities-and-safe-public-spaces-global-results-report

135 "City of Vancouver launches survey to better understand gender-based, sexualized violence in public," CBC News British Columbia, August 8, 2021. https://www.cbc.ca/news/canada/british-columbia/vancouver-violence-survey-1.6131294

136 "City of Vancouver launches survey to better understand gender-based, sexualized violence in public".

for "reduc[ing] violence against women and transgender, two-spirited, and gender-diverse people."[137]

In 2019, the City of Halifax joined the United Nations Women Safe Cities and Safe Public Spaces Global Flagship Program Initiative, which supports cities across the globe to develop locally relevant and administered strategies for addressing gender-based and sexual violence. In 2021, as part of its participation in this UN program, the City of Halifax published a "scoping study," which is "a process that explores what a municipality knows about sexual and gender-based violence in it's [sic.] public spaces, who is doing work to respond [to] and prevent this violence, what the municipality doesn't know, and, as a result, where it needs to go next."[138] After the City conducted "a review of local, provincial and national data, interviews with several key stakeholders, and [engaged in] conversations with the program's guiding committees," the City of Halifax identified nine priority areas that will inform the City's next steps in developing a strategy to address gender-based and sexual violence. The scoping study acknowledges that some groups of people are more at risk of gender-based and sexual violence than others:

"Women and girls; young people; racialized women; Black and Indigenous women; women with disabilities; 2SLGBTQ+ people, particularly trans women and trans feminine people; unhoused or precariously housed people; and those living below the poverty line were all named as people who are at an elevated risk of experiencing gender-based and sexual based violence in public spaces."[139]

The study adopts an intersectional approach to this issue in recognizing that "these populations and demographics are, of course, not discrete, meaning that individual people may, and often do, hold more than one of these identities or backgrounds."[140] The study also explicitly names Two Spirit people in its discussion of colonialism, misogyny, and racism, and explicitly refers to the crisis of Missing and Murdered Indigenous Women, girls, and Two Spirit people as genocide.[141]

The City of Edmonton created the It's Time initiative, which "targets the root causes [of gender-based violence]: inequality and discrimination."[142] The City of Edmonton also recognizes that "Gender based violence is rooted in and intensified by other forms of discrimination such as racism, colonialism,

137 "City of Vancouver launches survey to better understand gender-based, sexualized violence in public".

138 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. "The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study". (Halifax Regional Municipality Public Safety Office, September 2021). https://cdn.halifax.ca/sites/default/files/documents/city-hall/boards-committees-commissions/210909wachsp911.pdf

139 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. "The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study".

140 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. "The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study".

141 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. "The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study".

142 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative". https://www.edmonton.ca/city_government/initiatives_innovation/gender-based-violence-and-sexual-assault-prevention

homophobia, transphobia, ableism and poverty."[143] Through its engagement with stakeholders, non-profit and private sectors, educational institutions, and private citizens, the City of Edmonton is committed to ending gender-based violence by taking the following actions:

- Raising awareness of the issues and root causes

- Creating dialogue about the problem and potential solutions

- Learning from those with lived experiences

- Changing attitudes in young people

- Teaching Edmontonians - especially young men and boys - how to be great allies and stop the cycle of violence[144]

In 2021, the City of Edmonton made harassment in public places an offence. The bylaw authorizes "a fine of $250 for a first offence and double that for subsequent ones."[145] Similarly, in December 2022, in response to a rise in Islamophobia and antisemitism, the City of Saskatoon said that it will explore the creation of a street harassment law.

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143 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative".

144 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative".

145 "City of Saskatoon will look at potential bylaw to address street harassment like slurs, hateful comments," CBC News Saskatoon, December 6, 2022. https://www.cbc.ca/news/canada/saskatoon/street-harassment-bylaw-1.6676305
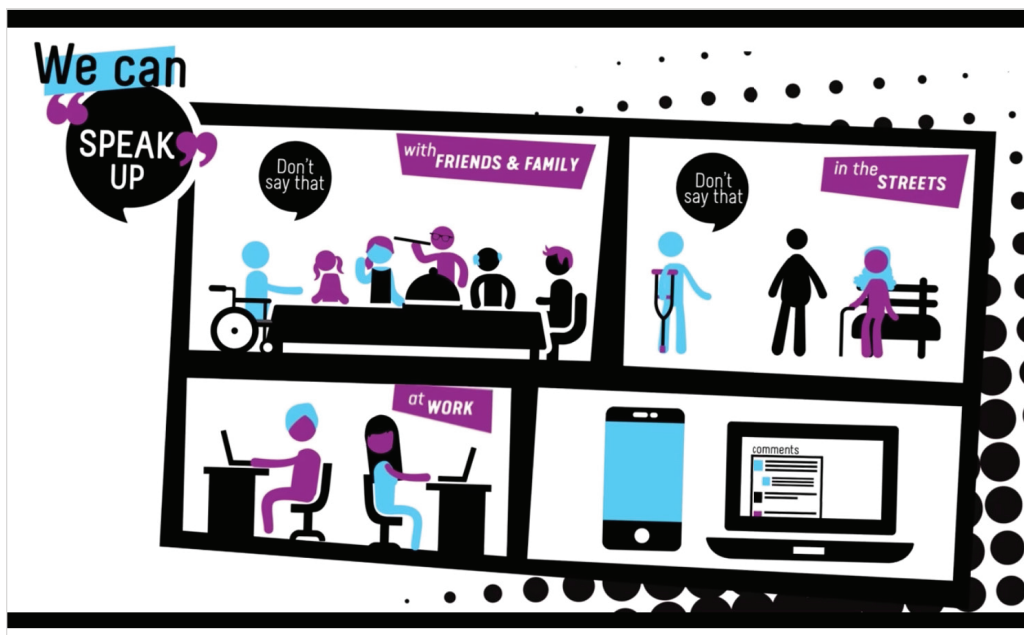
City of Edmonton, "What is gender based violence?", YouTube video (3:30).

4. Gender-Inclusive Washrooms & Change Rooms

In 2017, an amendment to the Human Rights Act specified that it was the "right of all people to use a washroom or change room that corresponds to their gender identity. Since that time, there has been a growing discussion in Canada on the availability and accessibility of washroom spaces and how they can be adapted to be more inclusive."[146] A toolkit created by The Coalition of Inclusive Municipalities (CIM) introduces the importance of gender-neutral washrooms as being one connected to the physical and mental health of transgender and non-binary residents looking for equal access to municipal facilities. They say,

"Facilities should be positive environments that are safe and inclusive for all users. Unfortunately, many facilities continue to maintain binary gendered washrooms and change rooms putting trans, and non-binary individuals at a higher risk of experiencing violence, hate, and harassment. Many trans and non-binary individuals avoid these spaces for fear of being harassed, ostracized or discriminated against. In fact, 57% of trans Ontarians avoided using public washrooms due to fear for their safety and 97% of those who had experienced violence due to being trans reported avoiding public spaces.[147] Many trans individuals do not use public washrooms and/or restrict their water intake to limit their need to use washroom facilities. These tactics can result in physical and/or mental health problems, including higher rates of urinary tract infections and other kidney-related issues. (CIM Toolkit for LGBTQ2+ Inclusiveness)."[148]

In 2013, Vancouver had already amended building codes to add a provision for public buildings to provide gender-neutral washrooms, and was Canada's first municipality to do so. The City's LGBTQ and women's advisory committees were included in the creation of the amendment. Considerations for safety were made in the writing of the code; for example, doors are required to have locks that indicate whether the washroom is in use; and washroom doors are to have a grill above it to ensure that someone inside the washroom could be heard calling for help if required.[149]

Codes continue to undergo amendments at the municipal, provincial/territorial, and national levels. The National Building Code includes requirements for a set number of water closets to be made available in buildings based on occupancy type and expected occupancy load. In 2022, a change was proposed to the current Code (2020). It was acknowledged that the wording "could be misinterpreted to mean that separate washrooms for males and females must be provided. … While washrooms have historically

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146 City of Winnipeg. "City makes washrooms in Council Building more inclusive for all users." ('Our City, Our Stories' section, published June 3, 2020). https://www.winnipeg.ca/people-culture/our-city-our-stories/city-makes-washrooms-council-building-more-inclusive-all-users

147 Toolkit cites this report for stats Bauer GR, Scheim AI, for the Trans PULSE Project Team. "Transgender People in Ontario, Canada: Statistics to Inform Human Rights Policy". London, ON. 1 June 2015.

148 Unesco Canadian Commission. "Coalition of Inclusive Municipalities". https://en.ccunesco.ca/networks/coalition-of-inclusive-municipalities

149 Lewis, Shauna. "Vancouver passes gender-neutral washrooms in public buildings," Xtra*, September 25, 2013. https://xtramagazine.com/power/vancouver-passes-gender-neutral-washrooms-in-public-buildings-53912

been separated according to gender, it is becoming more common to have non-gender-specific washroom spaces. This proposed change to explanatory Note A-3.7.2.2.(1) clarifies that the NBC only requires that a minimum number of water closets be made available to the building's occupants."[150] The proposed wording change to Note A-3.7.2.2.(1) is as follows:

> **"Although the NBC contains no implied or explicit requirements for the provision of separate gender-identified washrooms, traditional industry practice has been to provide separate washrooms. The Code only requires that certain total numbers of water closets and urinals be provided based on the expected number and demographics of building occupants. Features such as full-height partitions for the privacy of washroom users and lockable stall doors for their safety should be considered in the design of the space. Where washrooms are required to be accessible, Section 3.8. Applies."[151]**

Following Canada's code development process, the public was given the opportunity to respond to the proposed changes in the fall of 2022. The proposed changes now sit with the review committee; if approved the changes will be implemented in the 2025 release of the Code.[152] The Code has been adopted or adapted province and territory wide through the majority of the country, with just a few provinces currently publishing their own codes based on the national Code.[153]

As codes are being revised, a number of jurisdictions are voluntarily making changes to their facilities at a national, provincial, and territorial level. In 2022, following visitor feedback and a report on facility inclusivity, the Canadian Human Rights Museum, which is a federal Crown corporation located in Winnipeg, took steps to designate *all* washroom facilities to be gender neutral rather than making accommodations for a select few washrooms, despite the availability of existing single occupancy washrooms in the building. In making this change, rather than having signage announcing a gendered washroom, they now "identify the amenities that are in the washroom, whether it's a toilet, a urinal, multiple stalls, or a change table for infants."[154]

In 2021, the Government of Yukon shared the design of inclusive spaces, outlined in a policy surrounding gender-inclusive washrooms and change rooms. The document states, "the Government of Yukon's building portfolio includes many owned and leased facilities.

150 Government of Canada. "Proposed Change 1750". (From National Research Council Canada/Certifications, evaluations and standards/ Codes Canada/Codes development process/Public Reviews/Public Review 2022. Code Reference NBC20 Div.B 3.7.2.2.). https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-development-process/public-review/2022/pcfs/nbc20_divb_03.07.02.02._001750.html

151 Government of Canada. "Proposed Change 1750".

152 Government of Canada. "On now! Participate in the public review of proposed changes to the 2020 National Model Codes". (News story from National Research Council Canada, published October 24, 2022). https://nrc.canada.ca/en/stories/now-participate-public-review-proposed-changes-2020-national-model-codes

153 Canadian Commission on Building and Fire Codes/ Commission canadienne des codes du bâtiment et de prévention des incendies. "National Model Codes provincial/territorial adoption". https://ccbfc-cccbpi.ca/en/national-codes-provincial-territorial-adoption/

154 Lefebvre, Charles. "The reason why the Canadian Museum for Human Rights is adding gender-neutral washrooms," CTV News Winnipeg, May 17, 2022. https://winnipeg.ctvnews.ca/the-reason-why-the-canadian-museum-for-human-rights-is-adding-gender-neutral-washrooms-1.5907175

The Department of Highways and Public Works Property Management Division (PMD) is the primary agent involved in planning, construction, operation and maintenance of the facilities for the government and is moving towards integrating gender-inclusive washrooms and change rooms in government-owned and leased buildings."[155] The intention is that this policy will lead to the implementation of gender-inclusive washrooms in all government buildings, promoting safety and inclusion among 2SLGBTQIAP+ people in these locations. This plan also includes the revisal of change rooms in government buildings. The policy had been in development since 2017, however recognizing that there was an opportunity to take incremental steps while the policy was being created, 21 single stall washrooms around Whitehorse were designated gender neutral in 2017. The 2021 document outlines the features of an adequate gender-neutral change room, indicating that design is based on the functional intent of the space, the National Building Code, and best practice design principles:

- Stall partitions to be the full height with dedicated mechanical and lighting for each stall

- STC rating of partitions to be 35 or greater

- The door locking mechanism on stall doors with an indicator for occupancy

- A minimum of 20% of stalls to be accessible to accommodate more than one (1) person, including grab bars

- Benches

- Clothing hooks

- Lockers in a common area

- Maze-type entrance — two (2) recommended

- Signage to indicate gender-inclusive

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155 "Welcome to Queer Yukon Society!". https://www.queeryukon.com/
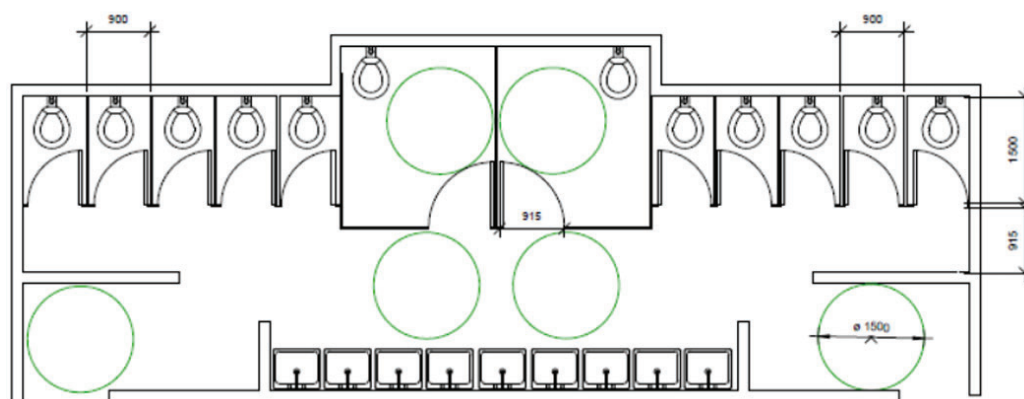

Figure 1 – Plan View

Universal Washroom Design Option - Multi-user, Common Sink Area. Province of Alberta. "Guidelines for Inclusive Design Universal Washroom Facilities," 9.

Choosing to adopt 'universal washroom' as the preferred terminology, the province of Alberta released their [guidelines for inclusive washroom design](#) for provincial infrastructure in 2019.[156] The guide was released with the intention of supporting "discussions around access and use of public spaces, and [to] provide direction to consultants, facility managers, and client ministries."[157] Outlining several strategies for design options, the province has considered

> **"a range of design factors including: access and circulation, physical security, operation and maintenance costs, capital construction costs, signage, and other design strategies. The GOA is committed to being a leader in the advancement of gender equality and the development of best practices in universal design standards, policies, and procedures."[158]**

These designs include: universal toilet room (single toilet and sink in a lockable room); multi-user, non-gender designated space, enclosed ganged stalls, common sink; multi-user, non-gender designated space, enclosed stalls containing private sink, and integrated barrier-free access area, and separate universal cubicles; multi-user, non-gender designated space with enclosed stalls containing private sink; and modifications to existing gendered washrooms, ganged stalls, and common sink area. The guide's plans for each of the five potential

designs includes a sample diagram, a list of guidelines for the space as well as considerations for use.

At the municipal level, the City of Winnipeg includes universal and gender-neutral washrooms in the design of its newer buildings; retrofitting is underway to create these spaces in existing buildings. In 2020, the City announced that the City Council building would designate existing single stall washrooms as gender neutral, seeking to make "these spaces more inclusive by installing new signage that focuses on the functionality of the washroom, as opposed to the previous signage that displayed the genders it is available to."[159] In 2019, the City of Charlottetown also began designating gender-neutral washrooms in city-owned buildings. The plan for implementation included a strategy of quick wins by immediately designating a dozen or so washrooms as gender-neutral spaces, while indicating that "at budget time, council will consider allocating money for more extensive renovations, such as converting multi-stall bathrooms into single-use, gender-neutral bathrooms … The plan would be to eventually have gender-neutral washrooms in rinks, fire stations, police stations and all other city-owned buildings."[160] These initiatives are not limited to larger municipalities. In 2022, the City of St. Albert, AB began construction of a gender-neutral washroom in the city's St. Albert Place, a city building that serves as City Hall but also

156 Province of Alberta. "Guidelines for Inclusive Design Universal Washroom Facilities". (Public report, published February 2019 - Version 1.1). https://www.alberta.ca/assets/documents/tr/tr-guide-universal-washroom.pdf

157 Province of Alberta. "Guidelines for Inclusive Design Universal Washroom Facilities".

158 Province of Alberta. "Guidelines for Inclusive Design Universal Washroom Facilities," 3.

159 City of Winnipeg. "City makes washrooms in Council Building more inclusive for all users."

160 Ross, Shane. "Gender-neutral washrooms planned for city-owned buildings in Charlottetown," CBC News, November 23, 2019. https://www.cbc.ca/news/canada/prince-edward-island/pei-gender-neutral-washrooms-city-hall-1.5371141

All bathrooms at the Canadian Museum for Human Rights have been made gender-neutral (CTV News Photo Jamie Dowsett). https://winnipeg.ctvnews.ca/the-reason-why-the-canadian-museum-for-human-rights-is-adding-gender-neutral-washrooms-1.5907175

houses community supports, a theatre, a library and a museum. This renovation was planned in consultation with community organizations including Outloud St. Albert, a non-profit organization supporting the city's queer youth. A representative of Outloud St. Albert shared that approximately "… 50 per cent of the kids we're serving right now are members of the transgender community … A lot of time, for these kids, neither bathroom is safe, and it gets really complicated and uncomfortable. [The addition of the washroom will provide these youth with] a whole new level of safety" in accessing the building.[161] Funding for the renovation came through an approved application "for $100,000 through the federal government's enabling accessibility fund to construct a gender-neutral washroom and add more power door operators to St. Albert Place."[162]

Beyond providing safe access to washroom facilities for residents, visitors are also looking for these spaces when travelling to an unfamiliar city. As a city that looks to define itself as welcoming of queer visitors, Tourism Victoria's website includes resources for the 2SLGBTQIAP+ community, including a map of inclusive washrooms that can be found throughout the city and surrounding areas, a service that benefits not just tourists but residents themselves.[163]

161 Narvey, Rachel. "City plans first gender-neutral washroom in St. Albert Place," St. Albert Gazette, February 23, 2022. https://www.stalbertgazette.com/local-news/city-plans-first-gender-neutral-washroom-in-st-albert-place-5081510

162 Narvey, Rachel. "City plans first gender-neutral washroom in St. Albert Place".

163 Tourism Victoria. "Thrones For Everyone". (LGBTQ2* travel resource showing map of all gender washrooms in city of Victoria). https://www.tourismvictoria.com/plan/resources/lgbtq-travel/thrones-for-everyone

5. Recreation & Wellness

When it comes to recreation and wellness programming for 2SLGBTQIAP+ persons, the City of Vancouver is leading the way. Beginning in 2010, trans community members in Vancouver rented a City of Vancouver swimming facility, Templeton Park Pool, once per month for five years until they held their first public "trans-inclusive" swim in 2015 at the Templeton pool.[164] During that time, the City of Vancouver had a Trans and Gender Variant Inclusion Working Group led by co-chair Kai Scott who said to CBC, "For some people this will be the first time that they're entering a swim facility in their lives. They're joining a group of friends to do something very exciting, but that also causes them a lot of fear."[165] To create a more welcoming environment, the male and female symbols on the change rooms at the City swimming pool were permanently replaced with signs that read "universal change room."[166] This was one of 77 recommendations that the City of Vancouver Park Board had accepted in 2013 from the Trans and Gender Variant Inclusion Working Group to improve the safety and belonging of Two Spirit, trans, and gender diverse people in parks and recreation spaces in the areas of public space; signage; programming; financial accessibility; forms and literature; human resources and training; and community partnerships.[167]

Today, the City of Vancouver has a 2SLGBTQIA+ Park Board Pride, which works to:

- improve the health and wellbeing of 2SLGBTQIA+ residents;

- ensure 2SLGBTQIA+ people have access to safe activities, programs, and social opportunities;

- include 2SLGBTQIA+ residents in Park Board and City planning events;

- listen and respond to 2SLGBTQIA+ people to better understand community barriers and needs.[168]

In 2022, the Vancouver Park Board created two new full-time Recreation Programmer positions, including "one with a broad focus on 2SLGBTQIA+ inclusion to be filled by a queer person and a second with a narrower focus on Two Spirit, trans, and gender diverse (2STGD) inclusion to be filled by a person who identifies as a member of this community."[169] These two staff members are part of the City of Vancouver's "queer inclusion team," which collaborates with staff throughout the city to:

- increase the 2STGD-accessible programs;

- refresh employee training;

- develop more education materials for the public;

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164 The Early Edition. "Transgender-friendly swim at Templeton Pool welcomes everyone," CBC News, updated January 11, 2015. https://www.cbc.ca/news/canada/british-columbia/transgender-friendly-swim-at-templeton-pool-welcomes-everyone-1.2895173

165 The Early Edition. "Transgender-friendly swim at Templeton Pool welcomes everyone".

166 The Early Edition. "Transgender-friendly swim at Templeton Pool welcomes everyone".

167 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals". https://vancouver.ca/parks-recreation-culture/park-board-pride.aspx#goals

168 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

169 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

- engage with the 2SLGBTQIA+ community for an updated understanding of their barriers and needs in the realm of parks, leisure, and recreation programming.[170]

Currently, the City of Vancouver Park Board and Community Centre Associations offer the following initiatives:

- a weekly swim session for Two-Spirit, trans, and gender diverse (2STGD) people;

- programs in spaces exclusively reserved for 2STGD people and their friends and families;

- financial assistance for residents with low-incomes, including specific low-barrier access for 2STGD people in recognition of the extra challenges presented by name and ID changes;

- strategies to employ staff who identify as 2SLGBTQIA+ and can provide support and resources targeted to the needs of this community.[171]

2STGD swim and gym

Swim or enjoy the fitness centre in a relaxed and safe environment.

The 2STGD swim and gym is for folks who identify as Two-Spirit, trans, and gender diverse, as well as their friends and family.

All ages and abilities welcome. Fitness centre users must be 13+ years. There is no fitness staff on site.

Pool staff have received 2STGD competency training.

2STGD swim event listing on vancouver.ca.
City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

Further, the City of Vancouver has recently begun offering specialized programming that centres Two Spirit, trans, and gender diverse people, as well as 2SLGBTQIA+ children and youth. This new programming includes:

- "weekly 2STGD drop-in swims for all ages supervised by pool staff who have received 2STGD competency training;

- weekly 2STGD workout classes for 13 years and up led by a fitness instructor who is a member of the 2STGD community;

- weekly 2SLGBTQIA+ art and gym programs for 7 to 12 years and 12 to 18 years, including *Get Creative*, which provides space for 2STGD children to "collaborate on visual storytelling projects and discuss topics related to being 2STGD"; *Rainbow Rebels: Queering Comics*, which provides space for queer youth to "collaborate on visual storytelling projects and discuss topics related to being a 2SLGBTQIA+ youth"; and *Queer Fit Athletes and Allies*, which provides space for 2SLGBTQIA+ youth to "exercise, learn new sports, and play in an accessible, body-positive gym environment."

- weekly 2SLGBTQIA+ social craft nights for 16 years and up, including monthly nights that are exclusively for Indigenous, Black, and People of Colour (IBOC) who are 2SLGBTQIA+."[172]

170 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

171 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

172 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

In addition, the City of Vancouver TGD2S team, with guidance from the Vancouver LGBTQ2+ Advisory Committee, organized the City's first Two Spirit community feast and gathering as part of a pre-pride social in 2018. This event was offered "in the spirit of reconciliation" and aimed to "foster engagement and meaningful dialogue between the Two Spirit community, the City of Vancouver, and the Vancouver Park Board."[173]

Since June 2022, another city that has offered dedicated swim times to trans and non-binary adults and their family and friends is Kitchener. "It's important that all members of our community have the opportunity to access pools without barriers related to gender identity or expression," said Kitchener Mayor Berry Vrbanovic in a news release[174] announcing the "BE U Swim" program. To design the program and develop the swim schedule, the City consulted members of the trans and non-binary community. To further support this programming, the staff working at the participating pools received 2SLGBTQ+ inclusion training.

The City of Calgary Recreation department is developing a Sports Policy, which will "work to design and deliver sport programs and initiatives in a manner that removes barriers that prevent underrepresented groups, such as women and girls, LGBTQ, and other equity-seeking groups from participating and enjoying sport."[175] Further, approximately 1,400 Calgary Recreation staff were trained on facilitating access for transgender customers.[176]

The 519, a community organization that is funded by the City of Toronto, offers a variety of 2SLGBTQIAP+ recreation and wellness programs, including yoga; a physical activity program for LGBTQ+ newcomers and refugees; a weekly virtual social afternoon for 2SLGBTQ+ seniors; ballroom dancing; "Swingin' OUT," Canada's first LGBTQ swing dance club; and "Out and Out," North America's largest LGBT activities club.[177]

Several community organizations, including Queen City Pride[178] in Regina, Ten Oaks Project[179] in Ottawa, Skipping Stone[180] in Calgary, and others, have organized and/or helped to fund inclusive swim nights and swim nights exclusively for trans, non-binary, and gender non-conforming people at City swimming pools. In addition, several university facilities in Canada offer gym time and/or swim times exclusively for trans, non-binary and gender non-conforming people, including Trans & Allies fitness three

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173 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

174 City of Kitchener. "BE U Swim program launches at City pools, providing safe, welcoming, and inclusive spaces for Kitchener's trans and non-binary community". (News story published June 14, 2022). https://www.kitchener.ca/en/news/be-u-swim-program-provides-welcoming-spaces-for-trans-and-non-binary-community.aspx

175 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy". (Public report). https://www.calgary.ca/content/dam/www/csps/cns/documents/gedi-strategy.pdf

176   City of Calgary. "Gender Equity, Diversity and Inclusion Strategy".

177 City of Toronto. "The 519 - Sport and Recreation". (Program listing). https://www.the519.org/programs/category/sport-and-recreation/

178 Eneas, Bryan. "Inclusive swim event in Regina creates safe space for LGBTQ youth," CBC News, June 9, 2019. https://www.cbc.ca/news/canada/saskatchewan/inclusive-swim-night-regina-1.5168208

179 Ten Oaks Project. "Trans Children and Youth Swim Night". (Public Facebook group). https://www.facebook.com/groups/1678973415679163/

180 Skipping Stone. "Inclusive Swim". (Event listing, August 16, 2022). https://www.skippingstone.ca/events/inclusive-swim-pllb9-9346p

times per week at Carleton University;[181] fitness times exclusively for women (cis and trans) twice per week as well as fitness times exclusively for Two Spirit, trans, gender non-conforming people and women (cis included) at the University of British Columbia;[182] four time slots per week for women, trans, and non-binary people at Acadia University;[183] a weekly trans and gender-diverse swim time at Metropolitan University;[184] a weekly trans-positive swim night at the University of Toronto;[185] and more.

Beyond inclusive sports, both day and sleep away camps are spaces that are important for 2SLGBTQIAP+ children and youth who may not otherwise have an opportunity to engage with other youth in an environment that is designed to be fun. The website for Ontario's Camp Ten Oaks, a sleepaway camp, says it best - they are looking to offer "the intentional magic of summer camp" in an environment in which 2SLGBTQIAP+ kids can thrive.[186] For parents who are looking for a safer space for their child, knowing that the programming is designed for inclusivity or specifically for 2SLGBTQIAP+ persons can be a deciding factor in where to register their child(ren). This can alleviate concerns

of outing, safe washroom and change space, and of bullying and discrimination. Similarly, Yellowknife's Rainbow Centre Day Camps are a week-long summer camp aimed specifically at 2SLGBTQIAP+ children and youth from ages 4 to 12.[187] In Alberta[188] and Saskatchewan,[189] Camp fYrefly provides not only a fun space for older youth and young adults to connect with peers, but also focuses on fostering a sense of belonging and teaches leadership skills.

181 Carleton Athletics. "Carleton Athletics Introduces Women's Only and Trans & Allies Fitness Bookings". (News post, January 27, 2022). https://athletics.carleton.ca/2022/carleton-athletics-introduces-womens-only-and-trans-allies-fitness-bookings/

182 The University of British Columbia, Vancouver Campus. "Women's (Trans Welcome) & W2STGD Fitness Hours". https://recreation.ubc.ca/fitness-classes/fitness-centres/women-fitness-hours/

183 Acadia University Recreation. "Who can access the Women, Transgender, and Non-Binary Gym Times?". https://recreation.acadiau.ca/recreation-aquatics/inclusive-gym-time.html#:~:text=Who%20can%20access%20the%20Women,anywhere%20in%20the%20transgender%20spectrum

184 Toronto Metropolitan University. "Pool Schedule". https://www.torontomu.ca/recreation/schedules/pool-schedule/

185 University of Toronto/ Faculty of Kinesiology & Physical Education. "Drop-In Trans-Positive Swim". https://kpe.utoronto.ca/drop-trans-positive-swim

186 Ten Oaks Project. https://www.tenoaksproject.org/

187 Northern Mosaic Network. "Rainbow Centre Day Camps". https://www.northernmosaic.net/rc-camps

188 University of Alberta/ Faculty of Education. "Camp fYrefly". https://www.ualberta.ca/camp-fyrefly/index.html

189 Camp fYrefly. "Camp fYrefly Saskatchewan". (Community Facebook page). https://www.facebook.com/campfyreflySK/

6. Housing and Shelters

Some municipalities are providing funding to and/or partnering with community organizations to play an integral role in supporting the creation of shelters for 2SLGBTQI+ persons as well as shelters for the general population, which includes 2SLGBTQI persons. In December 2020, under the leadership of Egale Canada, the City of Toronto supported the opening of Canada's first custom-built housing facility for 2SLGBTQI+ youth, Friends of Ruby. In addition to transitional housing, Friends of Ruby also provides 2SLGBTQI+ youth with mental health support, drop-in services and programming, and case management and practical support.

More recently, in November 2022, the City of Toronto announced the opening of a transitional shelter for 2SLGBTQIAP+ adults as a result of a partnership between the City, the 519, and Homes First Society. The shelter provides beds for up to 20 people and prioritizes "temporary housing to 2SLGBTQIAP+ refugees with a focus on trans women."[190]

The City of Toronto provided substantial funding for this initiative, including $30,000 to the 519 to help support the development of a comprehensive program model; a one-time start-up amount of nearly $121,000 to support initial site renovations; and an annual operating budget.[191]

The City of Montreal makes affordable, accessible, and clean housing available "by facilitating access to subsidies and improving the city's affordable housing stock."[192] In the City's Solidarity, Equity, and Inclusion Plan, the City of Montreal commits to strengthen its relationship with the federal and provincial governments to increase public investments for affordable housing and aims to develop 1,500 housing units for vulnerable people, at risk of or experiencing homelessness. The City considers this to be an initiative that impacts LGBTQ2 people, as it categorizes the initiative as such in its Solidarity, Equity, and Inclusion Plan.

The City of Calgary's Mental Health Services department provides Mental Health and Addiction funding for programs and services "to enhance support for existing evidence-based community programs and services that respond to mental health and addiction-related issues affecting Calgarians…"[193] One of these programs is RESET Society of Calgary's EXploitation Intervention & Transition (EXIT) Program, which provides "immediate rapid-exit programming including housing, intensive case management, and comprehensive wrap-around support to women and girls 16+ exiting sexual exploitation."[194] In 2022-23, Calgary Mental Health and Addiction funding provided $131,290 to this initiative. Of note, RESET Society of Calgary recently held a Sexual Exploitation

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190 City of Toronto. "City of Toronto, The 519 and Homes First Society announce Toronto's first dedicated shelter for 2SLGBTQ+ adults". (News release, November 30, 2022). https://www.toronto.ca/news/city-of-toronto-the-519-and-homes-first-society-announce-torontos-first-dedicated-shelter-for-2slgbtq-adults

191 City of Toronto. "City of Toronto, The 519 and Homes First Society announce Toronto's first dedicated shelter for 2SLGBTQ+ adults".

192 City of Montréal. "Solidarity, Equity and Inclusion Plan: So No One Is Left Behind". (News story, September 30, 2021). https://montreal.ca/en/articles/solidarity-equity-and-inclusion-plan-so-no-one-left-behind-20662

193 City of Calgary. "Calgary's Mental Health and Addiction Investment Framework Funding Allocations". https://www.calgary.ca/social-services/funding/prevention/funding-allocations.html

194 City of Calgary. "Calgary's Mental Health and Addiction Investment Framework Funding Allocations".

and Trafficking Awareness conference, which included a workshop for service providers on the unique characteristics of trafficked LGBTQ+ folks.[195]

As part of the LGBTQ2 Community Capacity Fund announced by the Federal government in 2021, OUTSaskatoon was one of 76 successful organizations to receive funding. The project, A Place to Belong: Building Capacity for 2SLGBTQ Youth Housing,

> **"while coordinated out of Saskatoon, Saskatchewan will service and support urban centres across the prairie provinces. In particular, we will work with 2SLGBTQ Centres and related housing agencies in the following locations: Winnipeg, MB, Regina, SK, Prince Albert, SK, and Edmonton, AB. The project staff will travel to each site throughout the project and work closely with local agencies and stakeholders to support capacity building around 2SLGBTQ youth housing."[196]**

The project serves as an extension to the existing Pride Home, a six-bedroom home that offers queer youth a space to be themselves and live in a supported independent living environment, for youth aged 16-21.

When municipalities oversee shelters, it is important that they develop trans-inclusive guidelines for shelters to ensure that shelters have trans-inclusive policies and procedures in place. The City of Toronto includes the following trans-inclusive guidelines in its Toronto Shelter Standards:

> **"8.1. Intake/Assessment:**
>
> **(ii) Shelter providers will support the choices of transgender clients to gain access to sleeping areas designated for the gender the client identifies with and/or that will best preserve their safety and dignity. (iii) In instances where transgender clients express concerns about their safety or dignity, shelter providers will accommodate requests for a bed in a genderneutral/private room, if possible, or in a sleeping area that the client believes will best preserve their safety and dignity, regardless of their gender identity."[197]**

These shelter standards also include specialized program requirements and supports for 2SLGBTQIAP+ clients such as the following:

"10.3.3 LGBTQ2S Clients

(a) Shelter providers will

(i) Have a board-approved policy that details how services are provided to LGBTQ2S clients in a manner that preserves their safety and dignity

(ii) Submit a copy of the policy to SSHA, and resubmit a copy whenever the document(s) are updated or otherwise revised

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195 Reset Calgary. "SETA Conference". https://resetcalgary.ca/conference/

196 OUTSaskatoon. "A Place To Belong: Building Capacity For 2SLGBTQ Youth Housing". https://www.outsaskatoon.ca/a-place-to-belong-building-capacity-for-2slgbtq-youth-housing/

197 City of Toronto. "Toronto Shelter Standards". (Public report. Shelter, support, & housing administration, Version 4), 41. https://www.toronto.ca/wp-content/uploads/2018/12/954f-A1600035_TSS_FinalDraft_V3_Dec4_Blue_Functional_NE.pdf

(iii) Provide a copy of the policy or a plain language version of the policy (e.g., simplified orientation brochure) to clients upon their request.

(b) Shelter providers will ask all clients for their gender identity rather than assume. (c) Shelter providers will accept gender identity and gender expression as defined by a client.

(i) In all their interactions, staff will use a client's chosen name and pronoun. (d) Shelter providers will make their services accessible to transgender clients in their self-identified gender.

(e) Shelter providers will support the choices of transgender clients to gain access to sleeping areas designated for the gender the client identifies with and/or that will best preserve their safety and dignity.

(i) In instances where transgender clients express concerns about their safety

or dignity, shelter providers will accommodate requests for a bed in a genderneutral/private room, if possible, or in a sleeping area that the client believes will best preserve their safety and dignity, regardless of their gender identity.

(f) Emergency shelter providers will continue to provide toiletries and hygiene supplies based on the client's need for the duration of the client's shelter stay.

(g) Shelter providers may discontinue providing toiletry and hygiene products if a client's service plan requires it or if a client has an income and is able to purchase them.

(h) Transgender clients may have a need for toiletries and hygiene supplies that is greater than other clients. Shelter providers will work with transgender clients to provide additional supplies.

(i) Shelter providers will provide a minimum of one (1) washroom that is barrier-free, fully accessible and designated gender neutral in each shelter.

(j) Shelter providers will inform transgender and/or disabled clients of the availability and location of gender neutral and/or accessible washrooms.

(k) Shelter providers will take all reasonable measures to ensure that clients have privacy while showering.

(i) Shelter providers will ensure that communal showers have shower curtains or equivalent privacy feature(s), or provide transgender clients with sole access to communal shower facilities at alternate times.

(l) Shelter providers will treat hormones that belong to transgender clients as any other medication and will not consider them a prohibited substance nor confiscate them.

(m) Shelter providers are encouraged to seek partnerships with LGBTQ2S-positive health/ services providers. (n) Shelter providers that are not able to provide health or support services to LGBTQ2S clients will provide appropriate referrals to LGBTQ2S-positive health/ services providers."[198]

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198 City of Toronto. "Toronto Shelter Standards". (Public report. Shelter, support, & housing administration, Version 4), 75-76.

7. Funding

Funding from all levels of government is a necessary support to the local organizations that provide direct support, resources, and community connections to the 2SLGBTQIAP+ community in Canada. Below are examples of some of the ways in which funding has been allocated and for what types of initiatives.

Research funding

The City of Montreal funded a research project that was looking to better understand the needs of the city's queer residents, then providing in the report recommendations to the City to meet those needs, which included the creation of an advisory committee made up of members of the 2SLGBTQIA+ community. The study included an online survey as well as interviews with community organizations and individual community members.[199]

Vancouver-based QMUNITY, a 2SLGBTQIA+ organization, receives both provincial and municipal funding. They offer a range of social services, as well as initiating research to benefit the queer community. A project underway is data collection for the Safer Trans Communities survey, a project "to support trans, nonbinary, and gender non-conforming folks in their experiences of harm due to gender-based violence, in particular intimate partner and sexual violence."[200]

Connection, community

As noted, Vancouver's QMUNITY offers a host of social services. Importantly, QMUNITY provides a physical gathering space, which was recently supported by city council in the acquisition of a permanent location that will allow the enhancement of programs and services. City Mayor Kennedy Stewart supported this vision, saying,

> **"The mixed-use social services and housing project featuring QMUNITY is one of the most transformative projects we've invested in to date … This new permanent location will help QMUNITY expand their work and reach even more people. And perhaps most importantly, it will be a visible meeting place, a tangible symbol of how taking up space – real physical space – matters and lives into its mission to improve queer, trans, and Two-Spirit lives through services, connection and leadership."[201]**

Offering a number of programs and services, such as services geared towards youth, seniors and peer support, QMUNITY seeks to meet the needs of residents directly, and also provides advisory services, resources, advocates on behalf of 2SLGBTAIA+ Canadians on a national scale, and undertakes research to better understand the needs of the community.

Through city funding, as well as other funding sources, the Gay and Grey Montreal creates a

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199 A number of applications in the Prairie region were successful in receiving funding, including two applications from Saskatchewan: one through OUTSaskatoon, focusing on youth housing and homelessness within a network of municipalities; the second with TransSask Support Services, looking to enhance networks and collaboration as well as to support the overall creation of strategic plans and outreach initiatives.

200 Qmunity. "Safer Trans communities: new project". (News, published May 26, 2022). https://qmunity.ca/news/safer-trans-communities-survey-new-project/

201 Qmunity. "What is QMUNITY?" https://qmunity.ca/about/

space to connect the City's queer population over 50:

> **"Gay and Grey Montreal is a social, mutual aid and sensitization network for English-speaking 2S.L.G.B.T.Q.I.A.+ individuals over the age of 50 in Montreal and the surrounding area. We are committed to reducing isolation and improving the quality of life for 2S.L.G.B.T.Q.I.A.+ seniors, while promoting appropriate services in a positive, caring environment for 2-spirited, lesbian, gay, bisexual, trans, queer , intersex, asexual and anyone who identifies as belonging within this rainbow umbrella who live in Montreal and Quebec.**
>
> **Gay and Grey Montreal promotes a lifestyle where 2S.L.G.B.T.Q.I.A.+ English speaking seniors can live their lives with dignity in an affirming, inclusive, supportive and healthy environment."[202]**

The group produces a podcast and will soon be releasing a podcast and film project titled "Queer Elders Sharing." The Gay and Grey website lists a number of local resources for seniors, both as 2SLGBTQIAP+ resources and generally aimed at seniors in the city.

Health & Safety

Looking to enhance access to safe spaces in the city, Winnipeg's 24/7 Safe Space Grant Program "aims to enhance the hours of operation and the services provided to clients by agencies offering safe space services for the following priority populations: Indigenous people; women; people who use drugs; youth; 2SLGBTQ+; and sexually exploited girls and women."[203] The program provides up to $75,000 per year over four years to successful individual applicants, with increased funding possible for partnering organizations.

> **"Examples of activities that could be funded:**
>
> - **Organizations already operating a safe space that can use grant funding to expand hours or seasons of operation, to be open 24 hours a day, 7 days a week.**
>
> - **Organizations that currently offer 24/7 services and can use grant funding to enhance the areas of expertise within their staff team to support mental health and/or addictions services to clients.**
>
> - **Organizations that can leverage grant funding to provide 24/7 safe space services to support priority populations, specifically: Indigenous people, women, people who use drugs, youth, 2SLGBTQ+ communities, and sexually exploited girls and women."**

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202 Gay and Grey Montréal. https://gayandgreymontreal.com/

203 The City of Winnipeg. "24/7 Safe Space Grant". (Grant application, deadline listed as July 31, 2020). https://legacy.winnipeg.ca/cms/pdfs/safe_space_application.pdf

Recognizing the need for inclusive health care, a Vancouver organization, Health Initiative for Men (HIM), funded by the City of Vancouver and health authorities, began as a response to

> **"decades of inequitable access to the healthcare system and years of discussion among gay men in Vancouver about the need for a stand-alone gay men's health organization, Health Initiative for Men (HIM) was founded in the heart of Vancouver's gay village in 2008 as a grassroots initiative. In 2009, HIM entered a formal contract with the Vancouver Coastal Health Authority to facilitate the delivery of health promotion services to gay men. In 2014, HIM entered a partnership with Fraser Health Authority to expand the reach of its health-based programming and services to Fraser region – ultimately establishing five health centres and numerous health-based programs in the Lower Mainland. In 2020, we expanded our reach beyond the Lower Mainland to the Northern, Island and Interior health regions. … [HIM offers] a full spectrum of health-based programming and services to meet the sexual, mental, physical and social health needs of communities of self-identified GBQ men and gender diverse people in BC."[204]**

In Calgary, municipal funding has been allocated to address mental health and addiction, looking to "enhance support for existing evidence-based community programs and services that respond to mental health and addiction-related

issues affecting Calgarians and to test innovative ideas that bring change at the individual, family, community, and policy or system levels."[205] The city's Centre for Sexuality Society was awarded $85,000 from the 2022-23 program funds to address "2S/LGBTQ+ mental health and wellbeing and enhance individual and community inclusion and resiliency.

More Than Sex

More Than Sex is a guide about queer sex, diverse bodies, health and our communities. It shares information to help navigate a queer world, learn about different kinds of sex, explore sexual health and pleasure, and start conversations about some of the forces and experiences that shape our lives as queer people.

Example of health services at HIM | Health Initiative for Men.

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204 HIM | Health Initiative for Men. https://checkhimout.ca/

205 City of Calgary. "Calgary's Mental Health and Addiction Investment Framework Funding Allocations". https://www.calgary.ca/social-services/funding/prevention/funding-allocations.html

Federal Initiatives

Over the past three budget years, the Government of Canada has been allocating funds to various 2SLGBTQIAP+ groups and initiatives. Most recently, this included the allocation of over $100 million to the recently announced *Federal 2SLGBTQI+ Action Plan 2022.* Managed through Women and Gender Equality Canada, Prime Minister Trudeau "said 75 per cent of the funding will go toward community organizations focused on diversity and inclusion because that's "where the real work of support comes from.""[206] The announcement for the plan shared that of the "up to $75 million for 2SLGBTQI+ community organizations that advocate for and serve their communities," funding would be allocated as follows:

- $40 million in new capacity-building support, prioritizing funding for 2SLGBTQI+ communities experiencing additional marginalization, such as Black, racialized, and Indigenous 2SLGBTQI+ communities, 2SLGBTQI+ persons with disabilities, seniors, youth, official language minority communities, and those living in rural communities; and

- $35 million in new project-focused support aimed at addressing specific barriers to 2SLGBTQI+ equality;

- $11.7 million for the 2SLGBTQI+ Secretariat to oversee and implement the Action Plan;

- $7.7 million for data collection and community-led policy research to support federal action on 2SLGBTQI+ issues; and

- $5.6 million to develop and implement awareness campaigns that focus on breaking down stigma and ending discrimination for 2SLGBTQI+ Canadians.

The Action Plan was developed with community leaders, researchers, and organizations. It speaks to the concerns of diverse members of 2SLGBTQI+ communities across the country and uses an intersectional, holistic, and long-term approach to breaking down barriers and fighting the discrimination and oppression of 2SLGBTQI+ Canadians.[207]

In 2021, the federal government committed $45 million over three years "to improve access to sexual and reproductive health care support, information, and services for people in Canada who face the greatest barriers to access."[208] From this funding, a number of community organizations have the opportunity to enhance access to care in a number of ways:

More than $5.1 million in funding from the Sexual and Reproductive Health Fund for projects by the Community-Based Research Centre (CBRC), the Canadian Centre for Gender and Sexual Diversity (CCGSD), Egale Canada and Sherbourne Health. These nation-wide projects will help improve sexual and reproductive health services, as well as develop resources and tools to support

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206 The Canadian Press. "Canada invests $100M in 'historic' action plan for 2SLGBT communities," CBC News, August 28, 2022. https://www.cbc.ca/news/politics/federal-action-plan-lgbtq-1.6564977

207 Government of Canada. "Prime Minister launches Canada's first Federal 2SLGBTQI+ Action Plan to continue building a more inclusive future, with pride". (August 28, 2022). https://pm.gc.ca/en/news/news-releases/2022/08/28/prime-minister-launches-canadas-first-federal-2slgbtqi-action-plan

208 Health Canada. "Government of Canada Improves Sexual and Reproductive Health Services for LGBTQ2 Communities". (News release, Toronto, Ontario. June 28, 2022). https://www.canada.ca/en/health-canada/news/2022/06/government-of-canada-improves-sexual-and-reproductive-health-services-for-lgbtq2-communities.html

LGBTQ2 communities in getting the care and supports they need.

The CBRC will receive $2,856,327 to work with partner organizations to foster health promotion leadership within LGBTQ2 communities; improve health care providers' capacity to provide sexual and reproductive care to community members; and create health promotion and policy resources for community members, health care providers, and policy-makers.

The CCGSD will receive $1,090,624 to develop and deliver new educational resources and tools related to LGBTQ2 inclusive sexual health education. In five Canadian cities, this curriculum will be taught to teachers, as well as health and social service providers to increase their capacity to support LGBTQ2 youth and marginalized individuals. Through this curriculum, it will help improve access and promote greater equity in sexual and reproductive health care.

Egale Canada will receive $584,941 to develop training in intersex health for health care providers as well as peer support resources for intersex individuals and parents/guardians of intersex children. By developing these resources, this project will help providers ensure that intersex individuals receive patient-oriented care, as well as provide opportunities for mutual support and knowledge-sharing within this community.

Sherbourne Health will receive $569,443 to improve the quality of and access to sexual and reproductive health services for LGBTQ2 communities. The project will develop, pilot,

and promote resources for health care providers on sexual and reproductive health options and considerations for community members.[209]

The 2019 budget saw an investment of $20 million in the LGBTQ2 Community Capacity Fund, which saw the approval of 76 capacity building projects nationally.[210]

209 Health Canada. "Government of Canada Improves Sexual and Reproductive Health Services for LGBTQ2 Communities".

210 Government of Canada. "LGBTQ2 Community Capacity Fund: Funded projects". https://women-gender-equality.canada.ca/en/funding/funding-programs/lgbtq2-community-capacity-fund-funded-projects.html

8. Awareness Campaigns

Awareness campaigns that are created and/or promoted by municipal, provincial/territorial, and national bodies can effectively educate the public and communicate a commitment to inclusion, especially when developed in consultation and partnership with 2SLGBTQIAP+ community organizations.
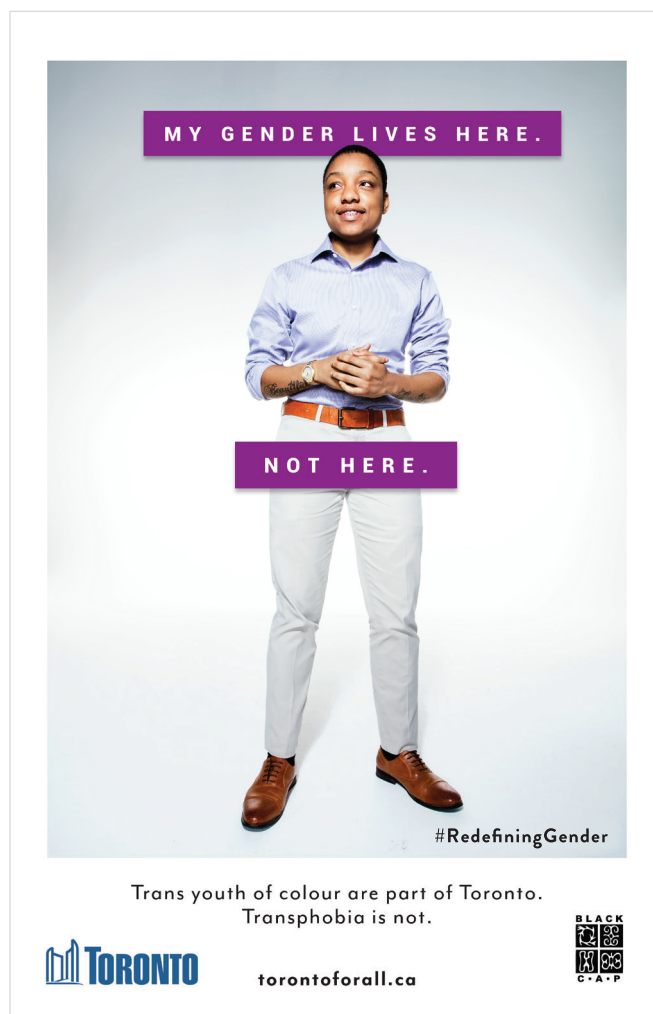
Examples of municipal campaigns can be seen in Toronto. Recognizing that "trans youth of colour are part of Toronto's LGBTQ community yet they are underserved and often experience neglect, bias, and violence because of transphobia and racism," the city's community initiative Toronto For All partnered with community group "Black Coalition for AIDS Prevention (Black CAP) and a committee of trans youth of colour from across the city to develop this campaign and inform, educate, and create opportunities to learn about these issues."[211]
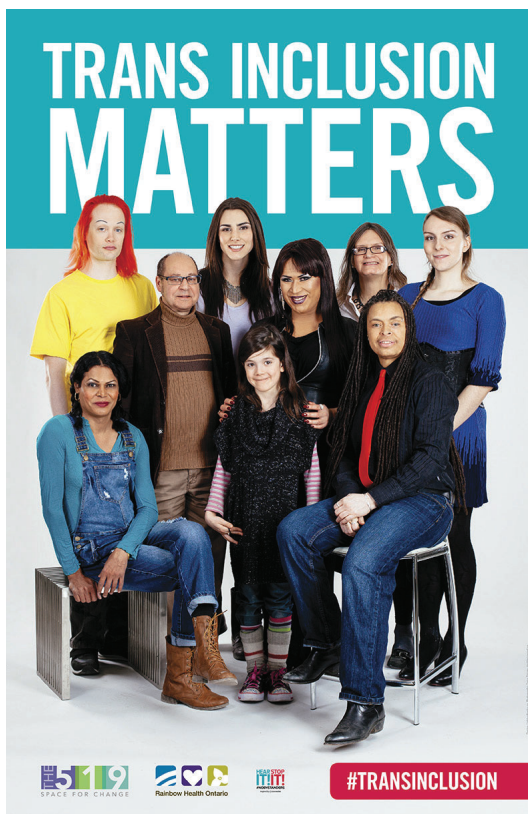
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211 City of Toronto. "Trans Youth of Colour". https://www.toronto.ca/community-people/get-involved/community/toronto-for-all/transphobia/

Trans Youth of Colour Poster #1, from TorontoForAll campaign

Trans Youth of Colour Poster #2, from TorontoForAll campaign

#PROUDTOBEME

POSTER ART & DESIGN BY LGBTOFTHEYEA

THE 519 SPACE FOR CHANGE

THE 519 SPACE FOR CHANGE · Rainbow Health Ontario · LEGAL STOP IT IT! PROUD EVOLVERS · #TRANSINCLUSION

Also in Toronto, The 519 is a City of Toronto Agency that has run a number of awareness campaigns, covering multiple topics:

- *Stop cuts to legal aid:* Promoting access to legal services for queer and trans refugees

- *I am Enough:* Sharing stories of queer and trans Muslims in Canada

- *Proud to Be Me:* a "campaign has been developed for EarlyON centres across the city, child-care environments, schools, and any space accessed by children and their families. This campaign is to remind everyone in those spaces of the beautiful diversity that exists among children, young people and their families, and of the celebration this diversity deserves."

- *Trans Inclusion Matters:* an educational campaign seeking to address transphobia and promote the diversity of gender identity and gender expression

- *Hear It! Stop It!:* A campaign encouraging employees to challenge homophobia, biphobia and transphobia in the workplace

- *No Sidelines:* a documentary short examining barriers to sport faced by trans and genderqueer youth

OUR NEED
FOR COMMUNITY
DOESN'T FADE
AS WE AGE

#RESPECTYOURELDERS

THE 519
SPACE FOR CHANGE

HEAR STOP
IT! IT!
#NOBYSTANDERS

The519

WORKING TO BUILD INCLUSIVE CARE ENVIRONMENTS FOR OLDER LGBTQ ADULTS

HOMOPHOBIA, TRANSPHOBIA & BIPHOBIA
HAVE NO PLACE AT HOME

- *Respect Your Elders:* A campaign seeking support and "LGBTQ inclusive environments for older people. The current generation of older LGBTQ people have experienced a lifetime of discrimination due to their sexual orientation, gender identity and gender expression, and they face very specific challenges as they age:

  - They are less likely to seek health care when they need it

- They often do not disclose their sexual orientation and/or gender identity and expression to their care providers for fear of discrimination

- They are at a higher risk for negative health outcomes later in life, including depression, suicide, substance abuse, smoking

- They report more feelings of isolation from their communities

Another municipal campaign is the City of Edmonton's efforts to raise awareness about gender-based violence. In 2017, 600 Edmontonians were engaged through telephone interviews "to understand their perspectives on sexual and gender based violence."[212] When the research findings[213] revealed the need to increase awareness and understanding of gender-based violence, the City responded by creating the campaign "It's Time," which included this educational video[214] on gender identity and gender-based violence with the aim of "starting conversations, shaping attitudes and building awareness to prevent all forms of gender-based violence."[215] The City of Edmonton says, "We can't end gender-based violence alone. It's time for all of us to demonstrate our commitment to ending gender-based violence and sexual assault by standing as allies with the women, gender minorities, and men affected by violence. We need your help. Be part of our movement. Be part of the change."[216]

In 2018, the City of Edmonton also partnered with Men Edmonton and Hollaback Alberta to create "This is What It Feels Like" – an auditory art exhibition that "aims to shift attitudes and beliefs about street harassment by providing individuals the experience of being on the receiving end of catcalling and sexual harassment."[217] Here is video documentation[218] of the installation, which invites participants to "walk into a dimmed enclosure to the sound of voices making harassing and objectifying comments commonly heard on the streets."[219] Recognizing that this may be triggering to certain people, staff and resources were available on site.

As part of the *Federal 2SLGBTQI+ Action Plan 2022*, the first ever federally backed 2SLGBTQIAP+ awareness campaign is being launched, with up to $5.6 million in funding. The intent is to:

"enhance inclusion and break down underlying and long-standing stigma and discrimination against 2SLGBTQI+ communities through a multi-pronged Awareness Campaign, led by Women and Gender Equality Canada. The design of the awareness campaign will be done in collaboration with 2SLGBTQI+ communities to reflect their realities and needs."[220]

This awareness campaign addresses the challenges faced by 2SLGBTQIAP+ Canadians, but is transferable from region to region.

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212 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative". https://www.edmonton.ca/city_government/initiatives_innovation/gender-based-violence-and-sexual-assault-prevention

213 City of Edmonton. "Citizen Perspectives on Sexual & Gender Based Violence: Executive Summary". (Public report, study conducted by Leger on behalf of the City of Edmonton). https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/GBVPExecutiveReport.pdf?cb=1676131427

214 City of Edmonton, "What is gender based violence?", YouTube (unlisted), January 13, 2018. https://youtu.be/hsSNTOIOT_Q

215 City of Edmonton, "What is gender based violence?".

216 City of Edmonton, "What is gender based violence?".

217 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative".

218 City of Edmonton, "This is what it feels like," YouTube, February 12, 2018. https://youtu.be/GYM1P78yITI

219   City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative".

220 Government of Canada. "GBA (Gender-Based Analysis) Plus: An intersectional approach". https://women-gender-equality.canada.ca/en/free-to-be-me/federal-2slgbtqi-plus-action-plan/federal-2slgbtqi-plus-action-plan-2022.html#gba_plus

9. Resources

The creation and promotion of resources for 2SLGBTQIAP+ communities and those wishing to support 2SLGBTQIAP+ persons is a fundamental necessity. Many cities are involved in the creation and/or provision of such resources. Below are a few examples.

Resources for 2SLGBTQIAP+ Individuals and Communities

Through the Winnipeg Public Library, the City of Winnipeg offers numerous resources for 2SLGBTQIAP+ persons, including an online list of local 2SLGBTQIAP+ organizations and support groups; local and national resources for Two Spirit people; local post-secondary 2SLGBTQIAP+ organizations that provide resources on campus; youth-focused 2SLGBTQIAP+ organizations; and national and provincial 2SLGBTQIAP+ organizations beyond Manitoba.[221]

The Winnipeg Public Library also has a Rainbow Resource Centre, which features an online collection and a physical room of resources "dedicated to LGBT2SQ+ topics and content." The room is described as "a sunny and peaceful space" as well as "an affirming, safer space that is community supported."[222] On a webpage titled, "Your Next Queer Read!" the Winnipeg Library provides book recommendations by and about 2SLGBTQQIA+ people and communities, a list of blogs and sites that review 2SLGBTQQIA+ books, and numerous book titles that have been organized into a variety of themes and genres, including everything from Lambda Awards 2022 Finalists to 2SLGBTQQIA+ graphics and comics, fiction, non-fiction, and documentaries.[223] The library also offers a webpage[224] with advice on how to search the library's catalogue for LGBTQQIA+ materials and a webpage[225] devoted to LGBTQQIA+ history, which features a number of archival and historical resources and LGBTQQIA+ biographies and memoirs. In terms of programming, the Winnipeg library has also partnered with Sunshine House to offer Read by Queens, a family program that features local drag performers reading stories to children.

The City of Winnipeg also offers resources for safety on its website and includes a category for 2SLGBTQ+ safety-related resources, which lists an LGBTQ Resource Guide on Safe and Caring Schools; LGBT resources on Tourism Winnipeg's website; a Winnipeg transgender support group; resources on LGBTQ+ addiction; and websites for LGBTQ centres and groups.[226]

The City of Toronto provides resources on its website for sexual health clinics in the province of Ontario, including hours and locations for each clinic and the services they provide.[227]

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221 City of Winnipeg. "Organizations". (2SLGBTQQIA+ Info Guides). https://guides.wpl.winnipeg.ca/c.php?g=535512&p=3663784

222 City of Winnipeg. "Organizations".

223 City of Winnipeg. "Your Next Queer Read!". (2SLGBTQQIA+ Info Guides). https://guides.wpl.winnipeg.ca/2SLGBTQQIA/yournextqueerread

224 City of Winnipeg. "Searching for 2SLGBTQQIA+ Materials". (2SLGBTQQIA+ Info Guides). https://guides.wpl.winnipeg.ca/2SLGBTQQIA/findresources

225 City of Winnipeg. "2SLGBTQQIA+ History". (2SLGBTQQIA+ Info Guides). https://guides.wpl.winnipeg.ca/2SLGBTQQIA/history

226 City of Winnipeg. "Winnipeg Committee for Safety". (List of resources, updated June 15, 2020). https://legacy.winnipeg.ca/clerks/boards/WpgCommitteeForSafety/resources.stm#undefined

227 City of Toronto. "Sexual Health Clinics". (List of resources and map). https://www.toronto.ca/community-people/health-wellness-care/health-clinics/sexual-health-clinics/

The City of Toronto also provides condom resources on its website, including information on how to put on a condom, resources on the "ins and outs of condoms for gay and bisexual men," a sexual device manual for persons with disabilities, resources on sexually transmitted infections, and where to get condoms for free.[228]

The British Columbia provincial government provides a list of gender equity and 2SLGBTQ+ resources on its website. These resources cover a wide range of issues, including gender affirming health care in the province and how to support trans and gender diverse employees in the workplace.[229]

Resources for People Providing Support and Allyship to 2SLGBTQIAP+ People and Communities

In 2004, the City of Toronto division of Seniors Services and Long-Term Care became one of the first in North America to offer a model of long-term care that addresses the needs of 2SLGBTQI+ persons. In 2008, the division created the "LGBT Tool Kit: For Creating Lesbian, Gay, Bisexual and Transgender Culturally Competent Care at Toronto Long-Term Care Homes & Services." This toolkit was revised in 2017 and again in 2022. Co-developed with the 519,

Senior Pride Network, and 2SLGBTQI+ seniors, the 2022 iteration is a 225-page toolkit that "aims to advance Recommendation 22 of the Toronto Seniors Strategy 2.0,[230] which directs City staff to educate and build awareness against homophobia, biphobia, and transphobia affecting Toronto seniors."[231] According to the toolkit, "Recommendation 22 recognizes that the current generation of 2SLGBTQI+ Seniors have experienced a lifetime of discrimination due to their sexual orientation, gender identity and gender expression and face very specific challenges as they age."[232] The toolkit is a resource specifically for

> "service providers and care partners working to support 2SLGBTQI+ seniors. This might include professionals in long-term care homes, retirement homes, hospitals, social service settings, homecare agencies, or other community-based organizations. Content in this tool kit might also be relevant to those providing support and allyship to 2SLGBTQI+ Seniors, such as family, friends, community members, caregivers, and substitute decision makers."[233]

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228 City of Toronto. "Condom Resources". (List of resources). https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/sexual-health-promotion/condomto/condom-resources/

229 Government of British Columbia. "Gender equity and 2SLGBTQ+ resources". https://www2.gov.bc.ca/gov/content/gender-equity/resources#lgbtq2s

230 City of Toronto. "Toronto Seniors Strategy". https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-seniors-strategy/

231 City of Toronto. "City of Toronto releases revitalized 2SLGBTQI+ Tool Kit for seniors". (News release June 23, 2022). https://www.toronto.ca/news/city-of-toronto-releases-revitalized-2slgbtqi-tool-kit-for-seniors/
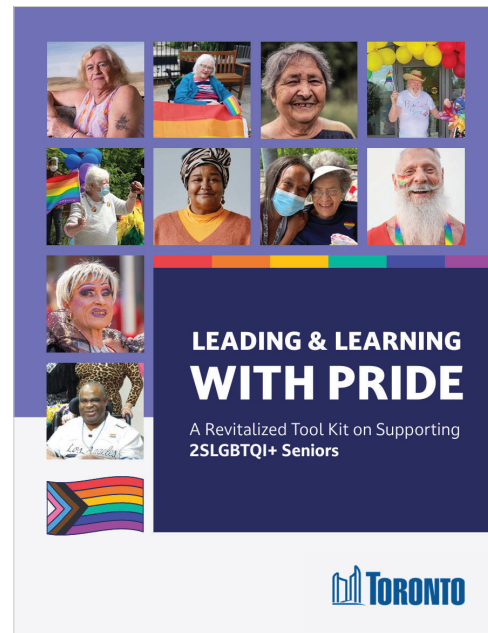
232 City of Toronto. "Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors". (Public report). https://www.toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf

233 City of Toronto. "Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors," 20

A similar toolkit was published by the Government of Alberta in 2020.[234]

The City of Toronto also offers a toolkit for supporting LGBTQI2S+ youth throughout the job search process. This toolkit discusses employment challenges faced by LGBTQI2S+ youth; how to interact with and support LGBTQI2S+ youth with employment and in the workplace; and how to support the mental health of LGBTQI2S+ youth. The toolkit also encourages organizations to create an inclusive climate for LGBTQI2S+ youth.[235]

The City of Ottawa, in partnership with the City for All Women Initiative, compiled an informative document, LGBTQ Equity & Inclusion Lens Snapshot. The 2016 document is one of 11 of such booklets as part of an initiative committed to overall equity and inclusion for the city and its residents. The booklet provides a broad base of information about gender identity, sexual orientation, discrimination, safe spaces, and challenges faced by the 2SLGBTQIAP+ community, and more. The booklet also provides a number of ways in which to be an effective ally, including challenging expectations of heterosexuality as being the default, broadening one's understanding of gender identity and expression, challenging discrimination, and being an active, visible ally.[236]

Cover. City of Toronto. "Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors".
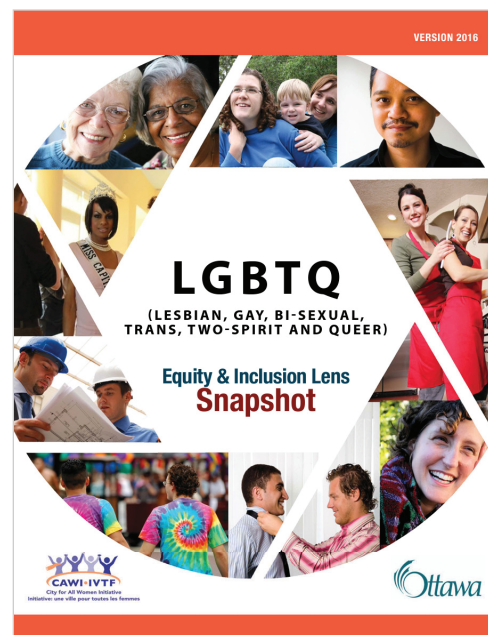
Cover. City of Ottawa and City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot".

234 Government of Alberta. "Aging with pride: a guide to creating inclusive services for LGBTQ2S+ older adults". (Public report, updated June 1, 2020). https://open.alberta.ca/publications/aging-with-pride-a-guide

235 City of Toronto. "TYES Frontline Workers' Toolkit - Supporting LGBTQI2S+ Youth Throughout the Job Search Process". (Public report). https://www.toronto.ca/wp-content/uploads/2021/04/9735-Supporting-LGBTQI2SToolkitFinal.pdf

236 City of Ottawa and City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot".

Conclusion

A jurisdictional scan of best practices for supporting 2SLGBTQIAP+ communities at the municipal level provides critical information needed to inform how the City of Regina could enact providing support for 2SLGBTQIAP+ communities. When analyzed alongside the community consultations, the City of Regina will have the necessary information to move forward with developing a plan for creating and implementing supports for 2SLGBTQIAP+ communities. To assist with this forward momentum, this report also provides specific details on how other municipalities have taken, and are continuing to take, steps to support 2SLGBTQIAP+ communities. This report also details how other municipalities are measuring the impact of their EDI initiatives and holding themselves accountable to their stated values and objectives.

This report highlights that when developing and implementing supports for 2SLGBTQIAP+ communities, it is critical to take into consideration the diversity of lived experiences within these communities, and to consult with community members on how best to support them. By applying an intersectional lens, there is an understanding of how inequities within marginalized groups play out; for example, trans women of colour are disproportionately impacted by discrimination and violence, and simultaneously experience racism and transmisogyny. As the research demonstrates, the key to serving and caring for communities that are marginalized begins with processes of consultation, providing the opportunity for people to voice their lived experiences, articulate their needs, and make suggestions for a path forward.

The findings of this jurisdictional scan serve as one resource to support the City of Regina Administration as they craft their final report for the Executive of Council. Most importantly, this jurisdictional scan is meant to support current efforts to understand and address the needs of Regina's 2SLGBTQIAP+ communities as voiced by the communities themselves within a thorough community consultation process.

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Appendices

Appendix A - City Motion

Appendix B - City of Toronto 9677 - Request Document Accommodation Plan

Appendix C - City of Ottawa job posting (screenshot)

Appendix A

MN22-4 2SLGBTQIAP+ Communities in Regina
Notice of Motion
Excerpt from the minutes of the June 15, 2022 meeting of City Council

* * *

MN22-4 2SLGBTQIAP+ Communities in Regina

Councillor Dan LeBlanc moved, seconded by Councillor Lori Bresciani, AND IT WAS
RESOLVED, that communication CP22-42 Colin Druhan and Patrick Lin, Pride at Work,
Toronto, ON, be received and filed.

Councillor Dan LeBlanc moved, seconded by Councillor Andrew Stevens that
Administration prepare a report for Executive Committee in Q2 of 2023 which explores
and makes recommendations regarding:

    1. Concrete steps, funding, programs and approaches which the City of Regina can
    implement to improve the lived experience of 2SLGBTQIAP+ people based on research
    and a jurisdictional scan of other cities.

    2. The inclusion of a 2SLGBTQIAP+ advisory committee and/or a dedicated
    2SLGBTQIAP+ Community Consultant within the Community Wellbeing & Inclusion
    Branch to inform future decisions and programs.

    3. The inclusion of a gender-based analysis plus that includes meaningful inclusion of
    2SLGBTQIAP+ realities in all reports and matters coming before City Council or
    committees of Council – in the same way that such reports currently identify potential
    environmental impacts.

    4. The City of Regina as an employer:
        a. Including 2SLGBTQIAP+ people under all employee equity policies.
        b. Streamlined name change process (respecting employee identification, email
        addresses, etc.) for all city staff.
        c. Provision of all gender change rooms and washrooms.
        d. Develop expansive education for all leadership and front-line staff;
        e. Analysis regarding how the part-time nature of City Councillor positions dissuades
        2SLGBTQIAP+ people and other marginalized people from seeking those positions.
        Recommendations flowing from this analysis.

Appendix A

5. The City of Regina as a Service Provider:
   a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments.
   b. Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.
   c. Create priority facility booking and/or permit process for 2SLGBTQIAP+ community events.
   d. An analysis of the City's existing "family" programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people.

6. The City of Regina as a funder:
   a. Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs, and serving 2SLGBTQIAP+ people at all stages of life.
   b. Target funding for 2SLGBTQIAP+ within ethnoracial communities.
   c. Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people.

The motion was put and declared CARRIED.

Appendix B

TORONTO

Request/Document Accommodation Plans
Private & Confidential

Applicant Information	
First Name	Last Name

☐ Check this box if First Name and Last Name do not apply to you because you have either a registered Birth Certificate or Change of Name Certificate bearing a Single Name. Provide your name below.

Single Name

Street Number	Street Name	Suite/Unit Number
City/Town	Province	Postal Code

Telephone Number	Mobile Number

Are you an employee of the City of Toronto?   ☐ Yes ☐ No

If yes, please indicate your:		
Division/Unit_____	Work Location:_____	Work Email:_____
Position:_____	Bargaining Unit:_____	Supervisor/Manager:_____ _____

Identifying the Accommodation Requirement*

*Please attach a letter if you require additional space

Is your request for accommodation linked to one or more protected/prohibited grounds in the City of Toronto's Accommodation Policy?	☐Yes ☐ No

If yes, identify the protected/prohibited ground(s):
☐Creed

☐Disability

☐Family Status

☐Gender expression

☐Gender identity

☐Sex (including pregnancy and breast feeding)

☐Other prohibited ground_____

See Guidelines for Accommodating Creed, Disabilities, Family Status, Gender Identity & Expression, Pregnancy & Breastfeeding

Appendix B

Request/Document Accommodation Plans

A. If you are a City of Toronto employee:

What is the specific job duty/requirement you are unable to meet?

_____

_____

What is the barrier or restriction (functional limitation) that prevents you from meeting that job requirement?

_____

_____

B. If you are receiving service from the City of Toronto or using a City facility:

What is the specific service or facility location you are unable to access?

_____

_____

What is the barrier or restriction (functional limitation) that prevents you from accessing that service or location?

_____

_____

C. If you are a City of Toronto job applicant:

What part of the job application process are you unable to fully participate in?

_____

_____

What is the barrier or restriction (functional limitation) that prevents you from fully participating in that part of the job application process?

_____

Additional Information

Note that requests for accommodation are required to include sufficient information, including objective documentation, to confirm the need for accommodation and the type of accommodation required. Supporting documentation must be verifiable. Supporting documentation may not be required for those seeking accommodation on the grounds of gender identity and/or gender expression or creed. See the Accommodation Procedures for more information.	
Signature	Date (yyyy-mm-dd)

Office Use Only

Is there a link between the restrictions/functional limitations provided and a protected/prohibited ground (creed, disability, family status, gender expression/identity, sex, etc.)? **If unsure, consult with the Human Rights Office at 416-392-8383**	☐Yes ☐ No

Appendix B

Request/Document Accommodation Plans

Have you reviewed the Accommodation Procedures? Guidelines for Accommodating Creed, Disabilities, Family Status, Gender Identity & Gender Expression, or Pregnancy & Breastfeeding as applicable?	☐Yes ☐ No
Has the requester clearly identified their restrictions/functional limitations? **If no, identify questions to ask the requester and/or seek expert input from the Human Rights Office or Employee Health & Rehabilitation as appropriate. Document questions and responses and attach to this form.**	☐Yes ☐ No
Has the requester provided adequate information/documentation that supports the requester requires accommodation? **If no, request supporting documentation and/or seek expert input**	☐Yes ☐ No
Note details of who was contacted and what expert input was provided (eg., Employee Health & Rehabilitation, medical specialists, Human Rights Office). Attach details of all expert input to this form	

Restrictions/ Functional Limitations	
What task(s) or service need(s) are impacted by the restrictions/limitations?	
Is the task or service essential? What modification options would ensure the individual is able to perform the task or access the service?	

Is accommodation required? If yes, contact the requester to discuss accommodation options. Continue to document the process including the steps identified below. **If no, Consult with the Human Rights Office at 416-392-8383.**	☐Yes ☐ No

Appendix B

Request/Document Accommodation Plans

Description of Accommodation Measure(s):

Requirement(s) or task(s) requiring accommodation			
Objective of the accommodation			
Accommodation strategies & tools to facilitate task(s)			
Costs (if appropriate)			

Roles & Responsibilities:

Outstanding actions to implement accommodation		
Assigned to: (name/position)		
Due date (yyyy-mm-dd):		

Timeline: Start Date (yyyy-mm-dd)_____ **End Date** (yyyy-mm-dd) _____

Review Date (yyyy-mm-dd) _____

Is this plan prepared for an employee with a disability who requires workplace emergency response information? If yes, indicate date when emergency response information provided to employee:	☐Yes ☐ No _____
If an employee, has the requester been provided with an individualized accommodation plan and signed off on the plan?	☐Yes ☐ No

Manager's Signature	Date (yyyy-mm-dd)
Requester's Signature	Date (yyyy-mm-dd)

Notice of collection

The personal information on this form is collected under the authority of the City of Toronto Act, 2006, S.O. 2006, Chapter 11, Schedule A, s. 136 (c), the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, Chapter 11, Ontario Regulation 191/11, Integrated Accessibility Standards, s. 28, the Ontario Human Rights Code, R.S.O. 1990, Chapter H. 19, Part I and the City of Toronto Accommodation Policy. The information is used to assess and respond to requests for accommodation, and to document individualized accommodation plans. Questions about this collection can be directed to the Senior Human Rights Consultant, Human Rights Office, City of Toronto, 100 Queen Street West, 14W, Toronto, Ontario, M5H 2N2 or by telephone at 416-392-8383.

43-0012 2017-06

Appendix C

Program Manager, Workplace Equity, Inclusion, Belonging

Requisition ID: 6748
Department: Community & Social Services Dept.
Service: Gender&RaceEqu,Incl,IndRel&SocDevSrvc
Branch: Workplace Equity,Incl & Belonging Branch
Employment Type: 1 Full-time Permanent
Work Hours: 35.00 /hours per week
Affiliation: MPE
Salary Information: $105,581.84 - $133,531.58 annually (2022 rates of pay)
Location: 100 Constellation, Nepean
City: Ottawa, ON
Job Category: Community and Social Services
Application Close: 16/02/2023

Candidates are encouraged to self-identify as a member of one or more designated employment equity groups using the self-identification questions as part of the on-line application process.
The City of Ottawa is committed to an equitable, strategic and inclusive hiring process and supports a workforce that reflects the diverse population of Ottawa. In addition to meeting the requirements of the position, the following are considered assets:
- Member of Indigenous, Black or racialized community, persons with disabilities, women and other equity- deserving groups
- Experience working with a diversity of communities from the many intersecting social identities, such as race, gender identities and expressions, sexual orientation, disability, class and religions facing the greatest systemic and structural barriers
- Knowledge of community demographics and the related socio-economic realities of diverse groups
- Demonstrated understanding of the value of diversity and inclusion in the workplace
- Ability to apply an equity and inclusion lens to service and to internal decision-making processes
- Ability to communicate in a language other than French or English

JOB SUMMARY
The mandate of Workplace Equity, Inclusion, and Belonging Branch is to function as a centre of expertise to advance equity and inclusion commitments across the organization.
You are responsible for planning and managing the day-to-day delivery and operations of the Branch to initiate, inform and monitor service and policy decisions, action plans and other municipal strategies, including the Corporate Diversity and Inclusion plan that foster an inclusive workplace and a workforce that is representative of the City/residents. You will play a special liaison role to support Human Resources to ensure the integration of efforts and application of equity and inclusion lenses in HR policies, training and programs.

Programs, services, projects and activities include:
- Corporate Diversity and Inclusion Plan - monitoring and evaluation
- Stakeholder/partner outreach and relationship management and partnership development
- Community and internal partnership development to advance common priorities
- Setting, monitoring, evaluating and reporting on strategic and operational equity and diversity performance indicators and objectives for unit and Service
- Commitment to the City's diversity and outreach strategy and innovative programs
- Evaluating the performance and making recommendations to improve existing Diversity and Outreach programs and plans
- Developing of innovative tools to promote knowledge exchange
- Supporting various projects and transformational strategies and initiatives for the City that relate to Equity and Inclusion

You are also responsible for managing the unit's human (including contracted services) resources, and stakeholder and partner relationships.

EDUCATION AND EXPERIENCE
Completion of a 4-year university degree in Social Sciences, Business Administration or other related field
Minimum of 5 years of related experience in community services, equity, inclusion and/or anti-oppression fields supporting the development, planning, management, and delivery of programs, projects, and events related to advancing structural or systemic changes in large organizations, including a minimum of 2 years in the management of human and financial resources

KNOWLEDGE
- Community networks and systems
- Familiarity with relevant legislation including the Ontario Human Rights Code, Canadian Charter of Rights and Freedoms and other relevant human rights legislation.
- Ability to exercise and demonstrate cultural understanding including a demonstrated understanding of intersectionality, namely how racism, gender, etc. intersects with other identities including gender identity, sex, religion, sexual orientation, ability/disability, family status, etc.
- Understanding and knowledge of the negative impacts of colonialism, racism, oppression, and other forms of discrimination on specific individuals and communities.

Appendix C

- Ability to apply diversity and inclusion lens in decision making process.
- Understanding of the effects of colonialism and assimilation policies such as the Residential School System, the Sixties Scoop on current systems and structures.
- Knowledge of and familiarity with the goals and strategies of social movements and reports including Black Lives Matter, Truth and Reconciliation Commission Report, Report on Missing and Murdered Indigenous Women and Girls, with the demonstrated ability to engage meaningfully with community groups, coalitions and networks.
- Familiarity with the City of Ottawa's organizational, governance and administrative structures and an ability to work within a political environment
- Current related practices of equity, diversity and inclusion in other organizations
- Legislation, regulations, policies, standards and guidelines relevant to the work
- Industry trends and developments
- Business administration concepts, theories, principles and methodologies
- MS Office
- Must be familiar with applicable health and safety legislation, have knowledge of any potential or actual danger to health or safety in the work place, and have knowledge of appropriate actions to be taken in order to ensure the health and safety of staff in accordance with applicable legislation and City policies and procedures

COMPETENCIES, SKILLS AND ABILITIES
Leadership Competencies
The key competencies that describe the skills and behaviours expected to be demonstrated by managers and supervisors at the City of Ottawa are available on Ozone. The seven Leadership Competencies, which align with Servant Leadership, are:

- **Strategic Leadership -** Sets/implements the strategic direction, understands internal and external trends, the political sensitivities of the organization and applies this knowledge to support the long-term vision and success of the City
- **Demonstrates Business Sense -** Understands the impact of decisions on the business and the ability to strive to improve business performance; requires an awareness of business issues, processes and outcomes as they impact the community, the City's reputation and strategic direction
- **Builds Collaborative Relationships -** Proactively communicates, builds and utilizes professional relationships and partnerships with all internal and external stakeholders
- **Fosters Innovation and Change -** Develops an environment that embraces innovation and efficiently integrates change into the organization
- **Engages Employees -** Leads, coaches, mentors and develops an engaged, diverse workforce of individuals and teams, where work is performed in a safe, respectful environment and successes are recognized and celebrated regularly
- **Delivers Results -** Creates effective plans and performance measures, holds themselves and others accountable for measurable, high quality, timely and cost-effective results
- **Client-centric Focus -** Serves the client interest through focusing individual, team and organization effort on identifying and meeting key and diverse client needs (the term client includes both internal and external clients)

WHAT YOU NEED TO KNOW
- Language Requirement: English oral, reading, writing
- Experience and formal training combined with demonstrated performance and ability may substitute for stipulated academic requirements.
- Please save a copy of the job poster. Once the closing date has passed, it will no longer be available.

We wish to thank all applicants for their interest and effort in applying for this position. Only candidates selected for interviews will be contacted.

The City of Ottawa promotes the principles of diversity and inclusion and adheres to the tenets of the Canadian Human Rights Act and the Ontario Human Rights Code. We encourage applications from members of Indigenous, Black and other racialized communities, persons with disabilities, women and non-binary persons, persons of all ethnic origins, religions, sexual orientations, classes, gender identities and expressions. Candidates are encouraged to self-identify as a member of one or more designated employment equity groups in the self-identification questionnaire.

The City of Ottawa provides accommodation during all parts of the hiring process, upon request, to applicants with disabilities. If contacted to proceed to the selection process, please advise us if you require any accommodation.

Accessible formats and communication supports are available upon request. Please contact the HR Service Centre at 613-580-2424, extension 47411.

Apply now »