

DRAFT

# Racial Equity & Sustainability Toolkit

City of Sacramento

## Background<sup>1</sup>

Racial equity and sustainability issues are deeply interconnected, yet the relationship between race and climate change, public health, and the environment is too often ignored, or work is siloed. In the United States, communities of color are disproportionately affected by polluting industries and climate change. A long legacy of racist housing policy, land use decisions, decades of underinvestment, and weak environmental protections contribute to disproportionate exposure and risk.<sup>2</sup>

Environmental justice addresses the long standing, disproportionate impact of environmental pollution on vulnerable populations as well as their systemic lack of power in the development, implementation, and enforcement of environmental laws. Historically, Black, Indigenous, and People of Color (BIPOC) have not been authentically represented in government processes, often resulting in a variety of inequitable and racist land use and environmental policies. Even well-meaning policies have had – and continue to have – unintentional negative impacts on BIPOC communities. Because they are so connected, it is increasingly evident that addressing environmental crises and racial injustices must be tackled in an integrated manner.

The City of Sacramento envisions a place where everyone can live a long, healthy, and opportunity-filled life, no matter who they are or where they come from. However, not all people have the chance to live their healthiest lives because of environmental injustices, where certain geographies and groups of people unfairly and disproportionately experience higher exposure to pollution, climate risks, greater health impacts, and less access to things that keep people happy and healthy, like parks to play in, safe and affordable places to live, good jobs, schools, and stores that meet basic needs.

In Sacramento, as in many other places, areas with the highest concentration of BIPOC and/or low-income families are more likely to be exposed to pollution and environmental hazards. Consequently, they experience higher rates of health-related issues and will experience disproportionate impacts from climate change. Race is a significant indicator of economic security, health, and access to affordable housing among other factors that can strongly influence quality of life.

Local zoning, environmental, and planning policies have created higher exposure among BIPOC communities to hazards such as toxic air pollution and disproportionate heat island effects for vulnerable communities. For example, while the average resident of the Sacramento region is exposed to more air pollution than a majority of people in the United States, the Black community has been especially harmed by the exposure: 15% of Black adults have asthma, a 5% greater likelihood than the average adult resident of Sacramento.<sup>3; 4</sup> Tree canopy is another way to measure environmental and racial discrepancies in Sacramento. Trees are critical for mitigating extreme heat events (which are likely to increase in frequency from the impacts of climate change) and are associated with better overall health, including decreased rates of

---

<sup>1</sup> This toolkit was prepared in its initial form by the City's CivicSpark Fellows Erika Trinidad, Emma Diamond, and Trinity Smyth, with input and guidance from City staff.

<sup>2</sup> <http://www.climateaction.org/news/racial-justice-and-climate-change-exposure>

<sup>3</sup> The Sacramento-Roseville Metropolitan Area is the 5<sup>th</sup> most polluted city by ozone. Source: <https://www.stateoftheair.org/city-rankings/most-polluted-cities.html>

<sup>4</sup> PolicyLink & USC PERE. (2018). Advancing Health Equity and Inclusive Growth in the Sacramento Region. Source: [https://nationalequityatlas.org/sites/default/files/SacramentoProfile\\_final.pdf](https://nationalequityatlas.org/sites/default/files/SacramentoProfile_final.pdf). (Accessed: August 17, 2020).

asthma. Del Paso Heights, a neighborhood that is 91% BIPOC, has a tree canopy of only 16%. In contrast, Land Park, a neighborhood that is 26% BIPOC has a tree canopy of 43%.<sup>5,6</sup> Inequities did not happen by accident and it will take Members of the Sacramento community are demanding changes to the government structures and processes that have created and maintained institutions of racial inequity for generations.

To address racial equity disparities, it is important to build staff capacity and create a process that is designed to explicitly integrate the consideration of racial equity in decisions, policies, practices, programs, and budgets. Racial equity is both a product and a process. Use of a racial equity tool can help frame such a process to develop strategies and actions that reduce racial inequities and improve success for all groups.

### Why Focus on Racial Equity?

A [racial equity lens](#) is valuable because it sharpens and improves the decision-making process by separating symptoms from causes when identifying solutions to persistent problems. The implementation of racial equity shapes a social condition where racial identity no longer predicts how one fares in society, and a focus on racial equity allows us to acknowledge the intergenerational effects of discrimination while purposefully seeking to promote strategies where those who have been marginalized can fully participate.<sup>7</sup> While race is a leading predictor of outcomes, most governments have not systemically acknowledged or addressed disparities by race or their role in creating them. Because of this, racial analysis must be a priority and integrated in a meaningful way into governments' decision making.<sup>8,9</sup>

Through a racial equity lens, decision makers can identify and dismantle policies, practices, attitudes, and cultural messages that sustain differential outcomes by race and/or fail to eliminate them.<sup>10</sup>

### Racial Equity & Sustainability Toolkit

In response to inequities described above, the 2019-2020 CivicSpark Fellows for the City of Sacramento, in collaboration with the Office of Diversity and Equity and sustainability staff from the Department of Public Works and Department of Utilities, adapted the Government Alliance on Race and Equity (GARE) Racial Equity Toolkit to be used when planning and evaluating policies, initiatives, and programs in the City of Sacramento to help ensure that projects are more sustainable and racially equitable. The intent is to offer a template of resources and

---

<sup>5</sup> Finch II, M. (2019). 'How Sacramento's urban forest divides the city, in health and in wealth.' *The SacBee*. October 21, 2019. Source: <https://www.sacbee.com/article235884122.html>. (Accessed: August 17, 2020).

<sup>6</sup> Statistical Atlas. (2015). Race and Ethnicity in Sacramento, California. Source: <https://statisticalatlas.com/place/California/Sacramento/Race-and-Ethnicity#figure/neighborhood>. (Accessed: August 17, 2020).

<sup>7</sup> <https://www.racialequitytools.org/glossary#racial-equity>

<sup>8</sup> Clift, T. (2020). 'Sacramento Black leaders to Mayor Steinberg: 'Defund' \$20 million from police budget.' *The SacBee*. June 18, 2020. Source: <https://www.sacbee.com/news/local/article243630917.html>. (Accessed: August 17, 2020).

<sup>9</sup> McGough, M. (2020). 'Breaking point: What emerging Sacramento leaders say about racism, police, COVID-19.' *The SacBee*. July 21, 2020. Source: <https://www.msn.com/en-us/news/us/breaking-point-what-emerging-sacramento-leaders-say-about-racism-police-covid-19/ar-BB16SNYk>. (Accessed: August 17, 2020).

<sup>10</sup> Center for Assessment and Policy Development

strategies for creating and implementing inclusive practices through a racial equity lens that can serve as a shareable template for other City departments to create and sustain long-term change. The City of Sacramento seeks to correct past harms and prevent future negative consequences by institutionalizing accountability and decision-making structures that aim to sustain positive outcomes. Similar tools have been utilized in places like Seattle, WA, Madison, WI, and Multnomah County, OR to improve planning, decision-making, and resource allocation.<sup>11</sup>

This Racial Equity & Sustainability Toolkit is a step-by-step guide and provides an easy-to-follow process for any City department or staff looking to advance racial equity throughout operations.

### **Who Can Use the Toolkit?**

Government staff, elected officials, and community organizations could all create more equitable projects by implementing this Toolkit. Staff may use it to integrate racial equity in policy development and implementation. Elected officials have the opportunity to set broad priorities, bringing consistency between values and practice.

### **When to Use the Toolkit?**

This tool should be used at the earliest opportunity possible, but it can be used as a lens to ask important questions at any point in the development or implementation of a program, policy, or project. However, they are far less likely to achieve intended impacts or address disparities if racial equity is not considered from the beginning. Using the tool more than once throughout development also means that equity can be more meaningfully incorporated throughout all phases, from development to implementation and evaluation.

As with most tools, use and understanding will increase as time goes on. It is through the implementation, practice, and process of learning that leaders and staff will gain experience and familiarity with the tool.

Please note, use of this tool does not always have to be an exhaustive, time-intensive exercise. Data is often unavailable or imperfect, but it is important to use as a conversation guide to help frame decisions. The reality of working in government is that there are often unanticipated priorities that are sometimes inserted on a fast track. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short timeframe, asking a few questions relating to racial equity can have a meaningful impact. The tool can be scaled to meet the needs of a project and/or timeline. It is meant to start important conversations and considerations. At the very least, the following questions should be answered for “quick turnaround” decisions:

- What are the racial equity impacts of this particular decision?
- Who will benefit from or be burdened by the particular decision?

---

<sup>11</sup> [City of Seattle Racial Equity Toolkit](#), [City of Madison Equity Analysis Tool](#), and [Multnomah County Racial Equity and Empowerment Lens](#)

- Are there strategies to mitigate the unintended consequences?

### **Special Thanks**

Special thanks to the following 2019/2020 City of Sacramento CivicSpark Fellows, members of the Sacramento “Green Team”, and the Office of Diversity and Equity for their meaningful contributions, insight, and expertise in the research and development of this Toolkit:

- Emma Diamond, City of Sacramento CivicSpark Fellow, 2019/2020
- Trinity Smyth, City of Sacramento CivicSpark Fellow, 2019/2020
- Erika Trinidad, City of Sacramento CivicSpark Fellow, 2018/2019, 2019/2020
- Jenna Hahn, Sustainability Analyst, Department of Public Works
- Jennifer Venema, Sustainability Manager, Department of Public Works
- Samuel Leu, Sustainability Analyst, Department of Public Works
- Roshini Das, Sustainability Manager, Department of Utilities
- Aimée Zenzele Barnes, Diversity & Equity Manager, Office of Diversity and Equity

DRAFT

Title of Policy, Initiative, Program, Budget Issue:

Description:

Department:

Contact:

Project Type:

- Policy
- Initiative
- Program
- Budget Issue
- Other: \_\_\_\_\_

Timeline (estimated time needed to complete project):

### **STEP 1: SET OUTCOMES**

*While it might sound obvious, having a clear description of the planned policy, program, initiative, or budget issue is critical to the success of initiative. If racial equity is not considered in the planning stages, then it will not be achieved in the final outcomes. Outcomes are not hard and fast promises; they can be edited and adapted as the project and the needs of the community change as well. However, establishing clear intentions from the begin can help staff, stakeholders, and community members understand where we're trying to go. For step 1, we encourage you to be clear about the desired end conditions in the community and to emphasize those areas where you have the most direct influence.*

**1a)** Does your department have a definition of racial equity or defined goals/outcomes around racial equity? *(Response should be completed in consultation with Office of Diversity and Equity and Department Leadership (Program Manager, Director etc.))*

**1b)** What are the desired community outcomes you hope will result from your policy, program, initiative, budget issue, etc.?

**1c)** Which opportunity area(s) will the project primarily impact? *(Multi-benefit projects are strongly encouraged)*

- Arts and Culture
- Community Development
- Criminal Justice
- Education
- Environment
- Health
- Housing
- Jobs/Workforce
- Parks/Open Space
- Parking
- Public Right of Way (Streets/Sidewalks)

- Recycling & Solid Waste
- Safety
- Transportation/Traffic/Mobility
- Urban Forestry
- Utilities
- Youth
- Other: \_\_\_\_\_

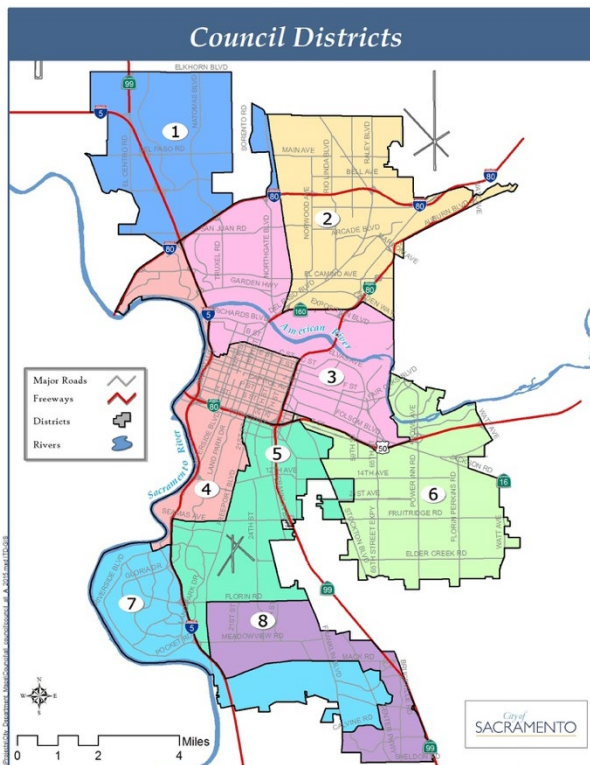
1d) Are there impacts on:

- [Environmental Justice](#)
- [Carbon Neutrality](#)
- [Workforce Equity](#)

## **STEP 2: INVOLVE STAKEHOLDERS AND ANALYZE DATA**

*The City does not exist in a vacuum; there are numerous businesses, community-based organizations, activists, community leaders and members working in a variety of sectors and realms. It is essential that you consider who your allies and inhibitors may be when you begin planning and designing a project, policy, initiative, program, or budgetary changes. Understanding the historical and current context is also important to avoid repeating the same mistakes of the past, as well as develop community ownership and support around your initiative. Both qualitative (community input) and quantitative (scientifically rigorous) data should be treated with the same level of trust and validity; while statistically significant, disaggregated data can paint a clear picture of inequities that exist, the lived experiences of community members hold the same value in revealing what current barriers and burdens exist. It is important to recognize and value the inherent expertise of community members in their lived experiences and priorities.*

*For step 2, keep in mind that even when data might be available, it may not actually used to inform strategies and track results. Measurement and accountability matter. When racial equity is committed to, it needs to not just be an aspiration, but include a clear understanding of racial inequities that exist and strategies/actions required or desired by the community that will help address those inequities. Using data appropriately will help assess whether you are achieving desired impacts.*



**2a)** Will this project(s) focus on a particular geographic area(s)? (In order to get a truly representative profile of each district it is recommended utilizing multiple data sources. See data resources below.)

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6
- District 7
- District 8
- All City of Sacramento Neighborhoods
- Sacramento County
- Yolo County
- Other: \_\_\_\_\_

**2b)** What are the racial demographics of those living in the area or impacted by the issue? (See data resources on pg. 8) <sup>12</sup>

**2c)** What additional racial demographic or socioeconomic data would be helpful in analyzing the proposal? Are there data gaps? How do you plan to obtain better data? (See data resources on pg. 8)

**2d)** How have you involved community members and stakeholders to date? What are your plans for engagement throughout the development, implementation, and evaluation of this project? (See resource on pg. 7)

**2e)** What does the data and your conversations with stakeholders tell you about existing racial inequities? How should these inequities be taken into consideration?

**2f)** What are some of the root causes or factors creating and sustaining these racial inequities? (examples: inequitable land-use planning, bias in process, lack of access or barriers to services, lack of racially inclusive engagement)

**STEP 3: DETERMINE BENEFITS AND/ OR BURDEN**

*This section begins the conversation of potential positive or negative impacts. For step three, keep in mind that is not enough to consult data or literature alone to assume how a proposal might impact a community. Continuing to involve communities impacted by a topic, engaging*

<sup>12</sup> Take some time to review data available on the [Healthy Places Index](#) and [CalEnviroScreen 3.0](#) to gain a better understanding of disparities that exist within your projects intended geographic area or area of impact.



*community throughout all phases of a project, and maintaining clear and transparent communications as the policy or program is implemented will produce more racially equitable results. It is important to acknowledge that some BIPOC communities may not always have high trust in government due to the historical role of government in creating and maintaining racial inequities. Additionally, BIPOC communities may also simultaneously face other barriers to participation such as language, access to reliable internet, perception of being welcome, and access to transportation, childcare, etc.*

**3a)** How is the policy, initiative, program, or budget issue likely to decrease or increase racial equity?

**3b)** What benefits may result?

**3c)** What are potential unintended consequences?

**3d)** Are the impacts aligned with your department’s community outcomes that were defined in Step 1? If not, how will you re-align your work?

**3e)** What are the potential impacts on the environment? *(If your project has undergone CEQA review, you may use the required methodologies, documents, and findings to complete this section.)*

Positive Impact	Negative Impact	Area of Impact:	Brief Explanation
		Greenhouse gas emissions	
		Water Use	
		Water Quality	
		Land Use (i.e. Infill vs. sprawl)	
		Air Quality	
		Energy Use	
		Plants & Animals	
		Human Health	
		Agricultural Communities	
		Cultural Resources	
		Other:	

**STEP 4: ADVANCE OPPORTUNITY AND MINIMIZE HARM**

*To prepare for step 4, consider your data and stakeholder input, as you step back and assess your proposal and think about complementary strategies that will help to advance racial equity. Government decisions are often complex and nuanced with both intended and unintended impacts. Try not to view or evaluate policies, programs, initiatives, budgetary issues, or practices in isolation. Because racial inequities are perpetuated through systems and structures, it is important to also think about complementary approaches that will help increase positive impact on racial equity and strengthen partnerships in the Sacramento community.*

**4a)** What strategies will you use to address the impacts (including unintended consequences) on racial equity?

Program/Project Strategies? \_\_\_\_\_

Policy Strategies? \_\_\_\_\_

Partnership Strategies? \_\_\_\_\_

**4b)** How will you work to advance opportunity and long-term positive change?

**4c)** Are there opportunities for co-benefits or collaboration with other efforts?

### **STEP 5: IMPLEMENTATION PLANNING**

*Now that there is a better understanding of the potential what unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate issues or amplify positive impact, it is important to focus on thoughtful implementation.*

**5a)** Is your implementation plan:

- realistic?
- adequately funded?
- adequately resourced with personnel?
- adequately resourced with mechanisms to ensure successful implementation and enforcement?
- adequately resourced to ensure on-going data collection, public reporting, and community engagement?

**5b)** if you answered no to any of the questions above, are there options or alternatives to address it or adapt to it in your implementation plan?

### **STEP 6: EVALUATE. RAISE RACIAL AWARENESS. BE ACCOUNTABLE.**

*Sharing information internally and with the community is an important way to not only ensure the community properly engaged, it also ensures the City remains accountable to its constituents and shares outcomes or lessons for co-learning. Sharing progress with stakeholders and regularly receiving feedback will allow you to continuously evaluate the project, checking back with the desired community outcomes to make sure you are on the right track, develop a plan to get back on the right track, or adapt as needed.*

**6a)** How will you evaluate the project and increase accountability? What metrics will you use to evaluate and report impacts on racial equity over time?

**6b)** How will you ensure the program, policy, initiative, or budgetary issues continuously advance racial equity over time?

**6c)** How do you plan to increase internal and public accountability? How will you raise awareness about racial inequity related to this issue?

**6d)** What is unresolved? What barriers remain? What resources/partnerships do you still need to make changes?

**REPORT BACK**

*How will you communicate results? Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of root causes of inequities are actually implemented. Remember: how you communicate about your racial equity proposal is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, oftentimes unintentionally.*

Share analysis and report responses from Q.5 with Department Leadership, EDI Office, Green Team, and community members and stakeholders involved in Step 2. Continue to update, revisit, and share changes made throughout the project lifecycle.

DRAFT

## **IDENTIFYING STAKEHOLDERS AND ENGAGING COMMUNITIES OF COLOR**

### **Identify Stakeholders:**

#### **Consider:**

How can historically underrepresented community stakeholders be involved in the issue?

Is there a way for community members to take a leadership role in this policy, program, initiative, or budget issue?

#### **Gather Community Input:**

- Public meeting
- Virtual engagement
- Community survey
- Other: \_\_\_\_\_

#### **Strategies:**

1. Reach out to community organizations early.
2. Properly notify the public of meeting times, agendas, and details for participation at least 72 hours in advance.
3. Provide multiple two-way communications options.
4. Provide options for those without internet. (*Phone, safe in-person meeting, etc.*)
5. Offer translation services: language interpretation, closed captioning, ASL. (*simultaneous interpretation tools if possible*)
6. Consult with community organizations.

#### **Ask:**

What does the community need to know about this issue?

How will the policy, program, initiative, or budget issue burden or benefit the community? (*concerns, facts, potential impacts*)

What factors produce or perpetuate racial inequity related to this issue?

What are ways to minimize any negative impacts that may result?

What opportunities exist for increasing racial equity?

## **DEMOGRAPHICS & METRICS RESOURCES:**

- [CalEnviroScreen 3.0](#)
- [Healthy Places Index](#)
- [Census Estimates for 2019](#)
- [2014-2018 5-Year ACS Profile](#)
- [2018 Mapping US Census Data](#)
- [City Auditor 2019 Community Survey](#)
- [Gentrification Comparison Tool](#)
- Health/Environmental Indicators ([for the Region](#))
- [Sample Mapping](#) Sacramento Demographics & Metrics
- 2019 UC Davis Medical Center [Community Health Needs Assessment](#)

## **COVID & RACE MAPPING**

- [Management Metrics for Cities in the COVID–19 Crisis](#) : New Guidance from Johns Hopkins Bloomberg School of Public Health and What Works Cities, brought to you by Bloomberg Philanthropies
- OEHHA [Disadvantaged Communities Map](#)
- [Racially Equitable COVID-19 Response Using GIS](#)
- The [COVID Tracking Project](#)

## **ADDITIONAL RESOURCES:**

- The Essentials of Disaggregated Data for Advancing Racial Equity ([link](#))
- Detailed [PolicyLink report](#) on limitations of Census data, *Counting a Diverse Nation*
- PolicyLink’s Understanding Climate Change: An Equitable [Framework](#)
- GARE Racial Equity [Toolkit](#)
- GARE [Action Plan](#)
- GARE Racial Equity Core Team: The Engines of Institutional Changes ([link](#))
- Greenlining Institute Racial Equity [Toolkit](#)
- Greenlining Institute Mobility Equity [Framework](#) & [Toolkit](#)
- Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs ([link](#))

## **SELECT KEY TERMS/GLOSSARY**

**Additional Terms & Definitions:** <https://www.racialequitytools.org/glossary>

**Air Quality** – Air quality is determined by the level of ozone and other pollutants in the air at a given location or area. The EPA developed an Air Quality Index (AQI) to measure the levels of air pollution, from levels that pose little to no risk to general health to hazardous levels that are likely to affect the health of everyone. The EPA’s AQI measures five main pollutants: ground-level ozone, particulate matter, carbon monoxide, sulfur monoxide, and nitrogen dioxide. ([Source](#))

**Black, Indigenous, People of Color (BIPOC)** – ‘Black, Indigenous, People of Color,’ is meant to unite all people of color in the work for liberation while intentionally acknowledging that not all people of color face the same levels of injustice. By specifically naming Black and Indigenous people we are recognizing that Black and Indigenous people face the worst consequences of systemic white supremacy, classism and settler colonialism ([Source](#))

**Benefit** – an advantage or profit gained from the implementation of a policy, program, or initiative

**Burden** – to give someone an unequal, overwhelming share of an undesirable, unpleasant or difficult factor; typically associated with causing inequitable outcomes

**Carbon Neutrality** - annual zero net anthropogenic (human caused or influenced) CO<sub>2</sub> emissions by a certain date; every ton of anthropogenic CO<sub>2</sub> emitted is compensated with an equivalent amount of CO<sub>2</sub> removed ([Source](#))

**Diversity** - The range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs. ([Source](#))

**Environmental Justice** - All people and communities have the right to equal environmental protection under the law, and the right to live, work and play in communities that are safe, healthy and free of life-threatening conditions. ([Source](#))

“...the fair treatment and meaningful involvement of all people regardless of race, color, national origin, [ability, sexual orientation, gender, creed, age] or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. EPA has this goal for all communities and persons across this Nation. It will be achieved when everyone enjoys the same degree of protection from environmental and health hazards and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.” ([Source](#))

**Equity** - means making decisions and allocating resources in a manner that addresses historical and current disparities and holds the largest GHG emitters accountable. Equity also demands inclusivity, the practice of including relevant stakeholders and communities, particularly marginalized communities and groups that have been historically left out, in the policymaking and governance process, in order to ensure fair and equitable outcomes. ([Source](#))

**Greenhouse gas emissions** - the emission into the earth's atmosphere of any of various gases, especially carbon dioxide, that contribute to the greenhouse effect; used as a measure ([Source](#))

Greenhouse gas emissions can be used as a measure of gases released from anthropogenic sources, such as the burning of fossil fuels, to measure climate impacts and establish climate change mitigation targets.

**Historically under-represented community** - groups who have been denied access and/or suffered past institutional discrimination in the United States ([Source](#))

**Inclusion** - Refers to the intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community. ([Source](#))

**Impact** – having a strong effect on someone or something ([Source](#))

**Implicit Bias** - the associations we harbor in our subconscious that cause us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age, and appearance. These associations develop over a lifetime, beginning at an early age through exposure to direct and indirect messages. The media is an origin of implicit associations.

**Overburdened Community** - Minority, low-income, tribal, or indigenous populations or geographic locations in the United States that potentially experience disproportionate environmental harms and risks. This disproportionality can be a result of greater vulnerability to environmental hazards, lack of opportunity for public participation, or other factors. Increased vulnerability may be attributable to an accumulation of negative or lack of positive environmental, health, economic, or social conditions within these populations or places. The term describes situations where multiple factors, including both environmental and socio-economic stressors, may act cumulatively to affect health and the environment and contribute to persistent environmental health disparities. ([Source](#))

**Political repression** - the act of a state entity controlling a citizenry by force for political reasons, particularly for the purpose of restricting or preventing the citizenry's ability to take part in the political life of a society, thereby reducing their standing among their fellow citizens.

It often is manifested through vicious policies, such as human rights violations, surveillance abuse, police brutality, imprisonment, involuntary settlement, stripping of citizen's rights, lustration and violent action or terror such as the murder, summary executions, torture, forced disappearance and other extrajudicial punishment of political activists, dissidents, or general population. Political repression can also be reinforced by means outside of written policy, such as by public and private media ownership and by self-censorship within the public. ([Source](#))

**Racism** - system of oppression created by racial prejudice + social and institutional power.

**Racial Equity** - The condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them. ([Source](#))

**Stakeholder** - either an individual, group or organization who is impacted by the outcome of a project ([Source](#))

**Sustainability** - development that meets the needs of the present without compromising the ability of future generations to meet their own needs, including environmental, social, and economic factors ([Source](#))

**Sustainable land-use planning** – Land use planning is the process of regulating the use of land in an effort to promote more desirable social and environmental outcomes as well as a more efficient use of resources

Regional-scale land use quality most important for advancing sustainability include: compact development patterns, affordable housing, and multimodal transportation systems that provides ready access to jobs, wholesome food, financial and civic services, and green space. Regional coordination is preferred to avoid unintended consequences from cumulative disadvantages of multiple small-scale land use decisions.

**Unintended consequences** - a set of results that was not intended or anticipated as an outcome

**Water quality** - a measure of the suitability of water for a particular use based on selected physical, chemical, and biological characteristics ([Source](#))

**Workforce Equity** – Workforce equity is achieved when:

- 1) the diversity of the community served is reflected across the functions and organizational hierarchy;
- 2) determinants of gender, ethnicity, and race are influencing equal pay for equal work; and
- 3) the City works to eliminate institutional and structural barriers through capacity building and developing policies and procedures to ensure opportunities for employment.

The benefits of workforce equity include, but are not limited to the following:

- High level of productivity
- Effective service delivery and communication
- Diverse experience to problem-solve and adapt to changes
- Fosters innovation
- Creates an inclusive work culture
- Fairness and respect in the workplace
- Reputational capital – becoming an employer of choice
- Attracting and retaining talent
- Fulfilling legal obligations and requirements
- Inspiring community confidence
- Attracting contract opportunities. ([Source](#))