

# **Assessing how a gender lens has impacted specific infrastructure projects**

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## **Case Studies**

Residential Real Estate

Water and Waste Infrastructure

Light Rail Transit

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## Executive Summary

Infrastructure is the backbone of every economy. High-quality infrastructure from digital, transportation, energy and water to public parks and museums underpins inclusive growth and supports sustainable development.<sup>1</sup> However, even though women and children are users of infrastructure, most existing infrastructure assets in developed and developing countries were not developed with a gender lens. Men are major players in terms of decision-making, shaping of policies and financing activities within the infrastructure space. Gender-blind infrastructure can deepen inequalities, leave women and girls more vulnerable, and potentially put their lives at risk.<sup>2</sup>

This research focused solely on projects in the infrastructure space that have been/are being conducted using a gender equity lens approach. It is essential to understand why gender-sustainable infrastructure projects are needed, how specific projects have considered or integrated gender equity, and the proposed or current outcome(s). For this research, I have focused on Water & Waste, Housing and Transportation and developed three case studies. Specific outcomes identified include project timeline, developer/planner team composition, cost, physical project features and processes.

For infrastructure projects to be more inclusive, I found that developers and planners need to engage in consultations and collaborations with end users. According to United Nations Office for Project Services (UNOPS), it is important to create tailored approaches to ensure that women and other marginalized groups within communities can participate and provide genuine inputs in stakeholder consultations. Using special channels to reach target audiences and users helped the planners and developers to obtain specific insights and inputs that changed the designs of the projects.

Incorporating gender concerns into the design and implementation of infrastructure projects makes project benefits more inclusive and enhances the project's development impact.<sup>3</sup> However, project designs for infrastructure assets are complex to understand. It was therefore surprising to know that child users of the infrastructure assets were willing to share their thoughts and experiences. Planners and developers of the projects not only provided avenues for gathering their views, they also simplified the designs for consultation purposes.

Furthermore, I found that consultations led to improved designs, which subsequently made the assets suitable for everyone. Even though what works for a particular group or gender may not be sufficient for another, an asset designed for women and children can be suitable for men. While costs for the more inclusive and collaborative projects did not seem to be greater than for other projects, the timelines were extended to create space for consultations and engagement.

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<sup>1</sup> OECD (March 2019). Council on SDGs 'Gender Equality and Sustainable Infrastructure'. Retrieved from <http://www.oecd.org/gov/gender-mainstreaming/gender-equality-and-sustainable-infrastructure-7-march-2019.pdf>

<sup>2</sup> Morgan G, Bajpai A, Ceppi P, Al-Hinai A, Christensen T, Kumar S, Crosskey S & O'Regan N. (2020) 'Infrastructure for gender equality and the empowerment of women'. UNOPS. Retrieved from <https://content.unops.org/publications/UNOPS-Infrastructure-for-Gender-Equality-and-the-Empowerment-of-women.pdf?mtime=20200914194443>

<sup>3</sup> Asia Development Bank (December 2019), 'Gender in Infrastructure: Lessons from Central and West Asia'. Retrieved from <https://www.adb.org/sites/default/files/publication/545006/gender-infrastructure-central-west-asia.pdf>

Finally, more inclusive design has implications for leadership in the infrastructure space. In these cases, without diverse representation amongst the planners, project design, development and implementation would have been less likely to be inclusive.

For this paper, insights and information were gathered through interview sessions with professionals directly involved in design and development of the infrastructure projects, and studies on gender-inclusive infrastructure projects carried out by international organizations.

## Case Study A: Residential Real Estate in Toronto Canada (Reina)

Reina is a mid-rise boutique condo in Etobicoke that takes its name from the Spanish word for 'queen'.<sup>4</sup> It is the first all-women development in Canada. Located on the Queensway, one of Toronto's great residential avenues in an established residential district called Queensway Village, the project has a wide variety of layouts, multipurpose amenities and tailored programming and activities for residents.<sup>5</sup> There are nine storeys and 197 units.



Picture of Reina (source: reinacondos.com)

### Project background

In 2018, a Toronto Life magazine article highlighted the city's leading condo developers. All 20 developers were men. No woman made the list. This was not well received by some women condo developers. Taya Cook, the director of development at Urban Capital, a condominium development firm in Toronto, decided to act. She reached out to Sherry Larjani, a managing partner at Spotlight Developments, and together they assembled an all-women 'dream team' to create Reina.<sup>6</sup> An interview with Taya Cook and a review of various articles provided further insights into considerations throughout the pre-development stage.

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<sup>4</sup> Tracy H. (December 2020), 'Toronto Storeys' Real Estate Project of the Year 2020: Reina'. Retrieved from <https://storeys.com/toronto-real-estate-project-2020-reina/>

<sup>5</sup> ibid

<sup>6</sup> Lisa Prevost (November 12, 2019), 'She Build: Creating an All-Women Real Estate Development Team'. Retrieved from New York Times

## Considerations and impact

- ✓ **Total control:** Cook and Larjani were interested in putting together a whole team of women. The idea was that not only would the developers be mostly women, but also the consultants for the project including architects, engineers, planners, and lawyers.<sup>7</sup> The consultants were senior women who either own their own firms, are partners at their firms or have the seniority and ability to be decision-makers.



All-women team (Source: reinecondos.com)

As a result of this, there was an instant connection within the team because their thoughts and ideas were relatively aligned. The team members were able to quickly understand each other, and decisions were made at a relatively slower pace to have the desired outcome and a better project. Cook asserted that the team bonded quickly, and it was easy to identify priorities based on each member's experience.

- ✓ **Internal designs:** Team composition helped to prioritize targets. According to Cook, her team was able to identify the need to have a home—not just condos that are designed to be slick and sexy, but ones that focused on qualities like warmth and comfort. For example, a member of the team who lives in a semi-detached house in Toronto has a 12-year-old who is learning how to play piano, which disturbs the neighbors. This insight resulted in adjustments to the design to include an amenity space that is completely soundproof. Kids can go there for music lessons and other activities, and it can also serve as a meditation room.
- ✓ **Consultations and collaborations:** In Toronto, the narrowness of the demographic that participates in consultations for changes in neighborhoods has led to policies that respond to the interests of those most concerned about new developments.<sup>8</sup> Consultation sessions are predominately attended by white men residents over the age of 55.<sup>9</sup> Cook said that developers spend thousands of dollars designing residential projects, and then they go to the communities at the end of their process to present their designs. Even if there are complaints, nothing happens to the designs. However, Reina was different because the team wanted not only a building with gender inclusiveness, but also an improvement from what currently exists on the market. Consultations and collaborations happened between June 2019 and March 2020.

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<sup>7</sup> Dominik Kurek (December 2020), 'Former Etobicoke strip club site becomes female-empowered development'. Retrieved from <https://www.toronto.com/news-story/10285857-former-etobicoke-strip-club-site-becomes-female-empowered-development/>

<sup>8</sup> Cheryll Case (July 2019), 'How Neighborhoods Are Built to Keep Out Single Women'. Retrieved from <https://thewalrus.ca/how-neighbourhoods-are-built-to-keep-out-single-women/>

<sup>9</sup> ibid

Examples of questions used are, ‘what do you like about your home right now?’, ‘what bugs are present in your kitchen?’, ‘what would you like to see or have in your living room?’.

Cook and her team held a public collaboration event at the Globe and Mail Centre for a design charrette to discuss suite design. Questionnaires were completed by respondents who provided sufficient feedback. Other events included multidisciplinary sessions, a workshop for young girls to discuss their dream teen amenity spaces, a student design competition, a City of Toronto public consultation and “stuck at home” challenges for kids under 10.



Consultation at Globe and Mail Centre. (Source: reinecondos.com)

In one of the meetings, girls between ages 12 and 14 asked for spaces for snacks. They wanted to get away from their parents and eat in places that looked like cafés. This prompted the team to include a cafe in the design, as well as a vending machine with healthy snacks for children. Other features include a pop-up crib for visiting grandkids, a lending library for children to borrow books for studying purposes, and a well-lit parking garage and wider than typical hallways to ensure safety for kids and their mothers.

### Key findings

- ✓ Gender inclusiveness in Reina started with employing more women and giving them the opportunity to contribute to decision-making. This led to project ideas and features that ensured that gender lens perspectives were considered. Because it was an all-women team, insights and priorities were easily understood by members of the planning team.
- ✓ For Reina, implementation took some time. There were several gender-inclusive features that needed to be considered, which resulted in project delays. Cook and her team consulted with various stakeholders, leading to delays in finalizing designs for the project. Developers and planners should therefore be open to such delays and ensure they are flexible with timelines when considering gender-inclusive infrastructure.
- ✓ End users are willing to share their experiences, but developers and planners need to create avenues to gather that information. For example, a space with a maximum capacity of 60 people was booked for the first Reina collaboration event, but 100 people indicated interest. Another space was used for the event which later recorded a turnout of about 175 people. Further, over 100 people responded to questionnaires shared through the project website. Even though many people want to talk about their homes, they are not often asked. Some of those experiences are

personal to them, but they are willing to share them if there is an opportunity for improvements.

- ✓ Even though several features were considered for Reina, it did not necessarily cost more to think about and implement them, especially since proper plans were put in place. Taya Cook believed the project would cost almost the same as a typical condo building of same size, while total condo fees spread across the units would only increase by maximum of \$20,000 per annum.
- ✓ It appears there are very few gender-inclusive policies for the residential real estate industry in Ontario. Taya Cook and her team had to come up with best practices based on experiences of the team and consultations with various sections of the community.



## Case Study B: Zaatari Wastewater Network in Jordan

The Za'atari Wastewater Network (ZWN) is a water and waste infrastructure facility located in Zaatari, a large refugee camp<sup>10</sup> in Jordan. The facility connects every household in the camp to a common wastewater disposal system, including private toilet facilities in each household. The ZWN also takes sewage from communal tanks to a water-waste treatment plant.



Water trucks moving along the streets of Zaatari Refugee Camp in 2016, prior to installing the water and waste network. (Source: UNICEF)

### Project background

Prior to the Za'atari Wastewater Network (ZWN), a water and waste infrastructure existed; however, it was in a location far from the camp, and there were communal facilities (water points and wastewater collection – wash blocks) within the camp. Trucks were then used to deliver drinking water to the camp and take wastewater plus solid wastes out. Because Zaatari was looking like a temporary residential area, the infrastructure appeared sufficient.<sup>11</sup>

However, opportunists took control of clean water distribution, creating inequalities and great instability throughout the camp. In addition, there was potential for a public health disaster since each 'household'<sup>12</sup> decided to build its own outhouse which then drained to an open pit next to their house for collection.<sup>13</sup> Women and children were particularly affected. This made the sponsors return to the drawing table to identify a more sustainable and gender-inclusive infrastructure.<sup>14</sup> Jill Lauren Hass, a technical director at Relief International who oversaw Water Sanitation and Hygiene (WASH) activities at

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<sup>10</sup> The camp is divided into 12 districts which are subdivided into blocks. The delineations were made with the purpose of designing a household address system, as well as drawing administrative boundaries for service delivery.

<sup>11</sup> A.W.C. van der Helm, A. Bhai, F. Coloni, W.J.G. Koning, P.T. de Bakker 'Developing Water and Sanitation Services in Refugee Settings from Emergency to Sustainability – The Case of Zaatari Camp in Jordan

<sup>12</sup> Household is defined as one or more cases living in a collective shelter or shelters who share resources. Can also refer to a shelter or collection of shelters with only one resident.

<sup>13</sup> A.W.C. van der Helm, A. Bhai, F. Coloni, W.J.G. Koning, P.T. de Bakker 'Developing Water and Sanitation Services in Refugee Settings from Emergency to Sustainability – The Case of Zaatari Camp in Jordan

<sup>14</sup> UNICEF 'WASH Infrastructure and Services Assessment in Zaatari Camp'. REACH (March 2017). Retrieved on March 2021



the camp during the transition phase (from existing infrastructure to the new water waste network) provided further insights on considerations for the project.

### Considerations and impact

- ✓ **Project design:** According to Hass, existing infrastructure included a wash block for each row of tents. The wash block had public/communal toilets and places for washing dishes and clothes. However, there were safety issues. Women and children could not do their washing at night because it was unsafe to walk down to the wash blocks. In addition, there were accidents as children were run over by the trucks that supplied clean water and removed wastes. Finally, households dug pits at their houses and were discharging sink and kitchen waste into their front yards, leading to health and safety issues since flies and mice were attracted to the communities and children were falling into the pits.<sup>15</sup> These issues were considered when designing the new facility. A new pipeline network replaced trucks for transportation of water and waste within the camp. The water pipeline system ensures piped water delivery to every household in the camp while a piped sewage network connecting the households is linked to a central collection system and the wastewater treatment plant.<sup>16</sup>



A girl pours a glass of water from the tap of her family's caravan in the camp, while a boy plays with a wheel on a truck-free street after the water-waste system had been installed. (Source: UNICEF)

- ✓ **Consultations and collaborations:** In an interview, Hass asserted that communities and hosts are not always consulted for projects like this because of the need to urgently provide the infrastructure. The project team had to bring women into the conversation. Data gathering and collection happened in phases with enumerators visiting every household to conduct an interview. In addition, the teams conducted key informant interviews and organized focus groups to ensure that concerns of end users were addressed. One of the concerns expressed was that even though solar lights existed to light pathways to the wash blocks, women felt embarrassed using the toilets at night because the light exposed them. Because of this, some of the solar lights were destroyed, and most women decided to use pits at their houses. Since the planners wanted the new infrastructure to be women- and child- friendly, most users' concerns had to be addressed, and the only way to do that was through consulting them.

<sup>15</sup> ACTED 'Another step towards Zaatari's wastewater network'. Retrieved from <https://www.acted.org/en/another-step-towards-zaatari%E2%80%99s-wastewater-network/>

<sup>16</sup> UNHCR (the UN Refugee Agency) 'Factsheet: Jordan – Zaatari Refugee Camp'. (August 2019). Retrieved from <https://reliefweb.int/sites/reliefweb.int/files/resources/71531.pdf>

- ✓ **Women-led team:** Some aspects of the project were handled by Hass and her team. The 2-year project had only a 5 percent completion rate when Hass's team took over in month 18. The team would later secure all approvals and finalize designs within 8 months. The initial delay was because of the level of flexibility accorded to the implementing partners. The team recommended another consulting firm be brought in to ensure efficiency and effectiveness. It was also easy to have consultations with users of the infrastructure because of the team composition.

According to UNICEF, the project led to benefits for women and children. Children have more time to focus on educational activities rather than spend hours fetching water from wash blocks to households daily, while women feel safer as they now use rest rooms and kitchens in their houses. Furthermore, there is no need for trucking of water and wastes within the camp, thereby improving safety for the communities. Finally, health issues reduced significantly as the flies went away.

### Key findings

- ✓ Hass identified design flexibility as a major attribute and requirement for the project. Even though urgency was essential to ensure that the needs of the communities were met, it was important for the project team to consider that some features might be applicable to one group, but not to another group. For example, there was an option to keep the wash blocks and have pipelines connecting them to the main sewage system. However, the option was out of the picture since women felt that they needed to be modest and their culture does not allow them to use open washrooms. Men and children could still use the central washrooms without many concerns.
- ✓ End users were willing to share their experiences because there were avenues for information sharing. Hass opined that designs for infrastructure projects are typically complex and not easily understood by users, therefore it is hard to manage expectations for infrastructure installations. The sponsors had the responsibility of organizing events to enable child users to understand the project and to discover the issues they faced with existing infrastructure. They also had to develop an effective communication approach for the events.
- ✓ The project is considered more sustainable and less expensive at the operations phase. The old wastewater infrastructure system was costing UNICEF approximately USD 3.6 million annually for the wastewater trucking operations to transport water and waste around the camp and for managing the sewage system.<sup>17</sup> The introduction of the mobile wastewater treatment units has cut costs by almost five times to about USD 700,000 a year, which suggests that sustainable infrastructure is more viable.<sup>18</sup>

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<sup>17</sup> Kerina Tull (November 2017) 'Wastewater Treatment Plants in rapid mass displacement situations.' K4D Helpdesk Report 230. Brighton, UK: Institute of Development Studies. Retrieved from <https://gsdrc.org/publications/wastewater-treatment-plants-in-rapid-mass-displacement-situations/>

<sup>18</sup> ibid

## Case Study C: Eglinton East Light Rail Transit ("EELRT")

Eglinton East Light Rail Transit (EELRT) is an eastern extension of Line 5, Eglinton Crosstown Light Rail Transit, in Toronto. It is owned by Metrolinx and is currently under construction.<sup>19</sup> The 14.9 km (9.3 mile) corridor extends from Kennedy Station to Malvern Town Centre and comprises 22 stations, 6 connections to existing and planned transit lines (including Kennedy, Eglinton, Guildwood and the proposed Durham-Scarborough Bus Rapid Transit at Ellesmere) and improved local transit access to over 40,000 residents who live within walking distance of the corridor.<sup>20</sup>



Map showing the EELRT (source: City of Toronto)

<sup>19</sup> City of Toronto (2019). 'Eglinton Crosstown & Proposed Extensions'. Retrieved from the City of Toronto website

<sup>20</sup> Urban Strategies (2018) 'Eglinton East Planning Study – Phase 1'. Retrieved from [https://www.urbanstrategies.com/project/eglinton-east-planning-study-phase-1/#:~:text=The%2014.9%20km%20\(9.3%20mile,walking%20distance%20of%20the%20corridor](https://www.urbanstrategies.com/project/eglinton-east-planning-study-phase-1/#:~:text=The%2014.9%20km%20(9.3%20mile,walking%20distance%20of%20the%20corridor)

## Project background

There is a correlation between distance to downtowns and housing prices. Property values and rent prices tend to be higher in downtown areas while suburbs have relatively affordable housing. This leads to an influx of working class and low-income people in areas far from the city centre to avoid high cost of accommodation. Scarborough is one of such areas. Many Scarborough residents including Malvern rely on mixed systems of public transportation for daily commutes.<sup>21</sup> They currently use all modes of public transit, including bus, subway and the Scarborough Rapid Transit (RT), which are slow and sometimes unreliable. In fact, many transit riders have two major concerns: long waits and riding times, and the number of different transfers it takes to get from one point to another even within Scarborough.<sup>22</sup> After deliberations and iterations, the City decided to develop and construct a Light Rail Transit (LRT) that will be quicker, less expensive to build and will serve residents and parts of Scarborough that other proposed transit options cannot serve (including a subway). A dedicated guideway for the project will ensure that travel time reduces significantly and will provide improved transit reliability along the corridor and connections to other higher-order transit services, including Eglinton, Guildwood and Kennedy GO stations and the Line 2 subway.<sup>23</sup> Finally, EELRT will provide improved transportation choice in a predominantly auto-oriented environment.<sup>24</sup>

Even though the project is a typical transportation infrastructure development, there are specific considerations that make the project unique relative to a standard subway transit system. In addition to research outputs, Charissa Iogna, a Senior Transportation Planner at City of Toronto, provided insights into some of the initiatives considered for a gender-inclusive and responsive transit system.

## Considerations and impact

- ✓ **Project design:** There is an uneven split between men and women as users of infrastructure. According to a census data released in November 2017, 57.6 per cent of commuters in Ontario who travel by public transit are women and 42.4 per cent are men. More men than women are travelling by car, truck, or van.<sup>25</sup> Women access and use public transportation more and differently than men: they tend to take shorter trips with multiple stops to scattered locations during off-peak travel times to combine their domestic and economic activities.<sup>26</sup> These responsibilities may include picking up children or buying household goods.<sup>27</sup> Therefore, a transportation project that takes into account women's needs would have features that ensure convenience and flexibility for women. According to Iogna, EELRT was designed using an equity (social and gender) and economic development lens. The rights of way for the project accommodate women, children, the elderly and larger families in spaces around the stations. Iogna said that it was important to have bigger sidewalks for women to get around with strollers

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<sup>21</sup> Howard C. (April 2019). 'Scarborough needs Eglinton East Light Rail Transit to Malvern. Now.'. Toronto.com Retrieved from <https://www.insidehalton.com/opinion-story/9294161-scarborough-needs-eglinton-east-light-rail-transit-to-malvern-now/>

<sup>22</sup> ibid

<sup>23</sup> City of Toronto. 'Eglinton East LRT' Ex4.1, Attachment 4. Retrieved from <https://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-131528.pdf>

<sup>24</sup> ibid

<sup>25</sup> Ainslie C. (November 2017). 'More women commute by public transit than men, census data shows'. Retrieved from Toronto Star

<sup>26</sup> UN Women, 'Safe Public Transit for Women and Girls', Retrieved from [www.endvawnow.org/en/articles/252-safe-public-transit-for-women-andgirls-.html](http://www.endvawnow.org/en/articles/252-safe-public-transit-for-women-andgirls-.html)

<sup>27</sup> ibid

easily if they were to use the transit system. Another feature that was incorporated into the project design is bigger and well-lit shelters at various stops to increase safety for women and children. In January 2019, Ratna S. Amin, a former Transportation Policy Director at San Francisco Bay Area Urban Research (SPUR) suggested that women gauge safety differently versus men, and a well-lit sheltered bus stops might be considered more important than a huge architectural gem of a bus stop. Having those features in the design was deemed necessary for gender equity.<sup>28</sup> Finally, the project was designed to improve access to schools for children.

- ✓ **Consultations and collaborations:** There were many public engagements during the design stage. In an interview, logna indicated that the City of Toronto team walked the corridors with the residents in some communities and asked questions that would inform design features. According to the City of Toronto, there were 81 community touchpoints, 11 public meetings, 4 stakeholder meetings, 4 stakeholder workshops, 4 walking tours, 528 survey responses, 3000+ postcards, 39,000+ website hits, 28,700+ flyer invitations and 5 pop-ups to obtain feedback from residents of Scarborough (including women and children).<sup>29</sup> Flyers and video jingles were used to collect feedback from younger generations and women, especially since men were more available to attend community engagements. Mike Logan, a program manager at the City of Toronto, maintained that it was important to speak to community members and people who are going to be impacted by the project.<sup>30</sup> City officials also reached out to schools along the corridor to ensure that children contributed to the design, since their experiences are different from their parents'. For example, a large right of way can become unsafe for school children since they need some time to cross to the other side of the road. logna said that the approach for the consultations had to be multi-layered, to ensure that disadvantaged transit users contributed to the design.



City Staff speaking to members of the community about the proposed EELRT project (source: UTSC Website).

<sup>28</sup> Roger R. (January 2019). 'Transportation Sage Ratna Amin Reflects on Transit and Planning'. Interview with Ratna Amin. Retrieved from <https://sf.streetsblog.org/2019/01/30/transportation-sage-ratna-amin-reflects-on-bay-area-transit-and-planning/>

<sup>29</sup> City of Toronto. 'Eglinton East LRT' Ex4.1, Attachment 4

<sup>30</sup> Tina A. (July 2018). 'City staff consult with community about East Eglinton LRT project at U of T Scarborough' Retrieved from <https://utsc.utoronto.ca/news-events/news/city-staff-consult-community-about-east-eglinton-lrt-project-u-t-scarborough>

## Key findings

- ✓ This case also suggested that if the right approach or methodology is adopted for consultations, then all types of transit users are willing to provide and share information on their expectations with respect to transportation projects in their communities. The transportation planning team worked with other stakeholders to figure out an effective way of reaching out to residents. Some methods adopted include use of flyers, jingles, walking with residents on the corridor, roundtables and even setting up booths in strategic places so passersby could provide their inputs.
- ✓ The EELRT project is considered cheaper than a standard subway system. Not only does the project support gender inclusion in terms of the features, but it will be less expensive to maintain during operations. There are opportunities to further reduce capital expenditure required for the project, as the city plans to identify ways to contain costs through project delivery methods and partnerships.<sup>31</sup>

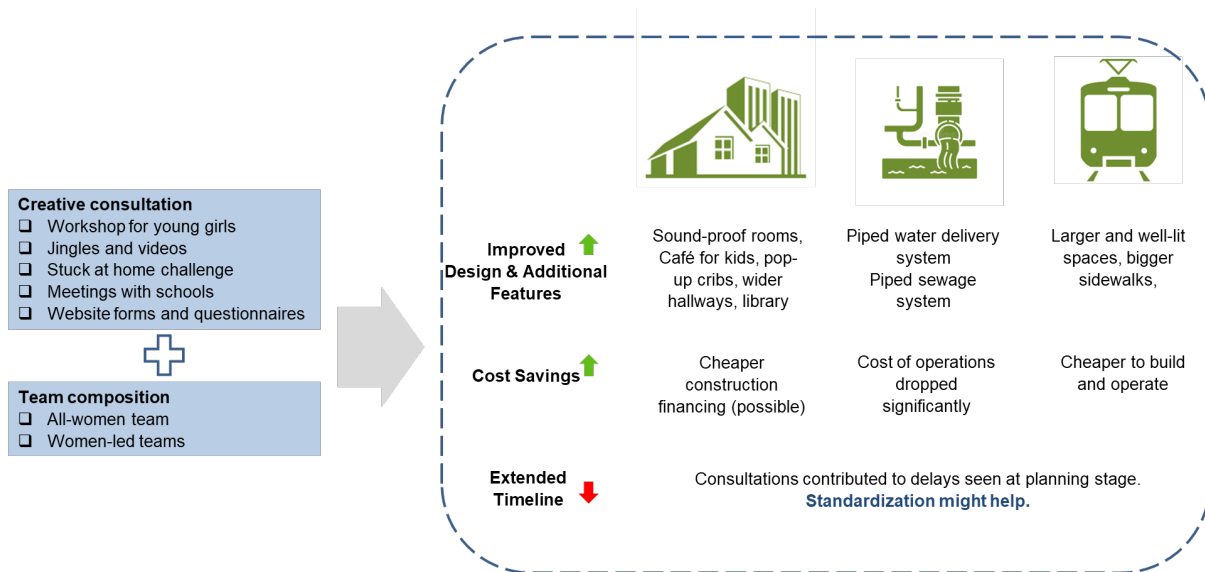
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<sup>31</sup> City of Toronto. 'Eglinton East LRT' Ex4.1, Attachment 4. Retrieved from <https://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-131528.pdf>



## Conclusion

### Summary of Findings



**Overall impact:** Improved, gender-inclusive and sustainable infrastructure projects

As depicted above, incorporating gender concerns into the design of infrastructure projects makes project benefits more inclusive and enhances impact. However, for infrastructure projects to be more inclusive, developers and planners need to engage in consultations and collaborations with end users. Using special channels to reach target users will help to obtain specific insights and inputs that change the designs of the projects.

Costs for more inclusive and collaborative projects did not seem to be greater than for other projects; however, the timelines were extended to create space for consultations and engagement. As developers and planners implement gender-inclusive projects, standardization of processes will set in, thereby leading to improved timelines for the projects.

Finally, more inclusive design has implications for leadership in the infrastructure space. Diverse representation amongst the planners, project design, development and implementation can lead to better infrastructure projects.



# Appendix

## Interview Guide

### Length of Interview

- 30 to 45 minutes

### Introduction

- How did you decide to enter the infrastructure/real estate space?

### General Questions

- As you worked in this field what blind spots did you see because gender was being ignored?
- Can you tell me about how gender can impact decisions throughout the lifecycle of a project (design, development, constructions, operations, etc.)? Is there point in the process where gender is especially important?
- Do you think that there is a good business case for such projects? Could you please elaborate further?

### Specific Questions – Reina Toronto

#### Why the project?

- You were interested in seeing ‘Queen of Condos’ in the Real Estate industry. Were there other reasons (maybe personal experience) for taking on this project?
- Why was/is an ‘all women team’ important for the project? Also, what necessitated the need to go for a gender inclusive project and not ‘normal’ condo developments?
- Could you elaborate further on ideas for the project such as communal storage space, communal kitchen, stroller parking, etc. and why those ideas contributed to the uniqueness of the project?
- What were the outcomes of the consultation scheduled for July 2020, did the consultation impact the project in anyway?

#### Challenges and Results

- Have you encountered any challenges (e.g., policies, approval delay, funding issues, complex design, operational problems) at the conceptual or execution stage that you believe are unique to projects using the gender lens approach?
- Toronto has ‘inclusive and gender-neutral policies’ for real estate developments. How robust are the policies and how helpful were they?
- In terms of outcomes and performance, what are your expectations for the project?

## General Questions

- As you worked in this field what blind spots did you see because gender was being ignored?
- Can you tell me about how gender can impact decisions throughout the lifecycle of a project (design, development, constructions, operations, etc.)? Is there point in the process where gender is especially important?
- Do you think that there is a good business case for such projects? Could you please elaborate further?
- Any other things that may not have been covered that you would like to discuss?

## Specific Questions: Water and Waste in the Middle East

### Why the project?

- Are there any projects you have worked on where you felt gender played a major or important role??
- What necessitated the need to go for the project? What makes/made the project different from a 'normal' water/waste project? Was there a personal reason/experience for taking on this project?
- Could you elaborate on ideas for the project, and how they contributed to the uniqueness of the project?

### Challenges and Results

- Did you encounter any challenges (e.g., policies, approval delay, funding issues, complex design, operational problems) at the conceptual or execution stage that you believe are unique to projects like this?
- Could you talk about specific projected outcomes? do you think that the actual outcome(s) met expectations? How?
- Would you have gone about the project in a better way? Why?

### Others

- As you worked in this field, what blind spots did you see because gender was being ignored?
- Any other things that may not have been covered that you would like to discuss?