

Calgary



# Ripples of Change:

The City of Calgary Organizational Anti-Racism Action Strategy



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# Ancestral Land Acknowledgment

The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Indigenous peoples have their own names for this area that have been in use long before Scottish settlers named this place Calgary. In the Blackfoot language, they call this place, Moh-kins-tsis (moh-GIN'-stis (a soft 'g')). The Îlethka Nakoda Wicastabi (ee-YETH'-kah nah-COH'-dah WHISK'-ah-tah-bay) First Nations refer to the Calgary area as Wicispa Oyade (weh-CHIS'-spa oh-YAH'-day) and the people of the Tsuut'ina (Soot-tenna) nation call this area Guts-ists-l (GOOT'-sis). The Métis call the Calgary area Otos-kwunee (oh-TUSS' - kwanee).

We would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika (Seeg-see-kah), Piikani (Bee-gun-nee), Amskaapiikani (Om-Skaa-bee-bee-Gun-nee) and Kainai (G-ai-nah) First Nations; the Îlethka Nakoda Wicastabi (ee-YETH'-kah nah-COH'-dah WHISK'-ah-tah-bay) First Nations, comprised of the Chiniki (Chin-ick-ee), Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3. We acknowledge all Indigenous people who have made Calgary their home.



# Executive Summary

In June 2020, there was global attention on systemic racism. More than 70,000 Calgarians signed an online petition, circulated by the Canadian Cultural Mosaic Foundation, calling for a public hearing on systemic racism in Calgary. As a result, Council passed a Notice of Motion, [Calgary's Commitment to Anti-Racism](#), where systemic racism in the workplace was recognized. In July 2020, Council listened to over 150 Calgarians expressing their lived and living experiences of racism and systemic racism at a three-day hearing. The City publicly declared its commitment to becoming an anti-racist organization and city.

As The City follows through with the Notice of Motion, it has become clear that a strategic approach should be considered in addressing systemic racism in the organization. Immediate action was to initiate work to develop an organizational anti-racism action strategy. *Ripples of Change: The City of Calgary Organizational Anti-Racism Action Strategy* was developed to inform the *Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan 2023-2027*. All employees

can contribute to dismantling systemic racism through individual actions that compound into collective anti-racist actions. These actions are ripples of change that will shape, influence, and create future shifts in our organization for racial equity and racial justice.

*Ripples of Change: The City of Calgary Organizational Anti-Racism Action Strategy* identifies five themes with related strategic actions, outcomes, and performance measures to address systemic racism:

1. Integrating racial equity accountability from the inside out
2. Providing anti-racism learning and development opportunities
3. Fostering anti-racist leadership
4. Co-creating anti-racist safe work environments
5. Promoting disaggregated race-based data collection and practice



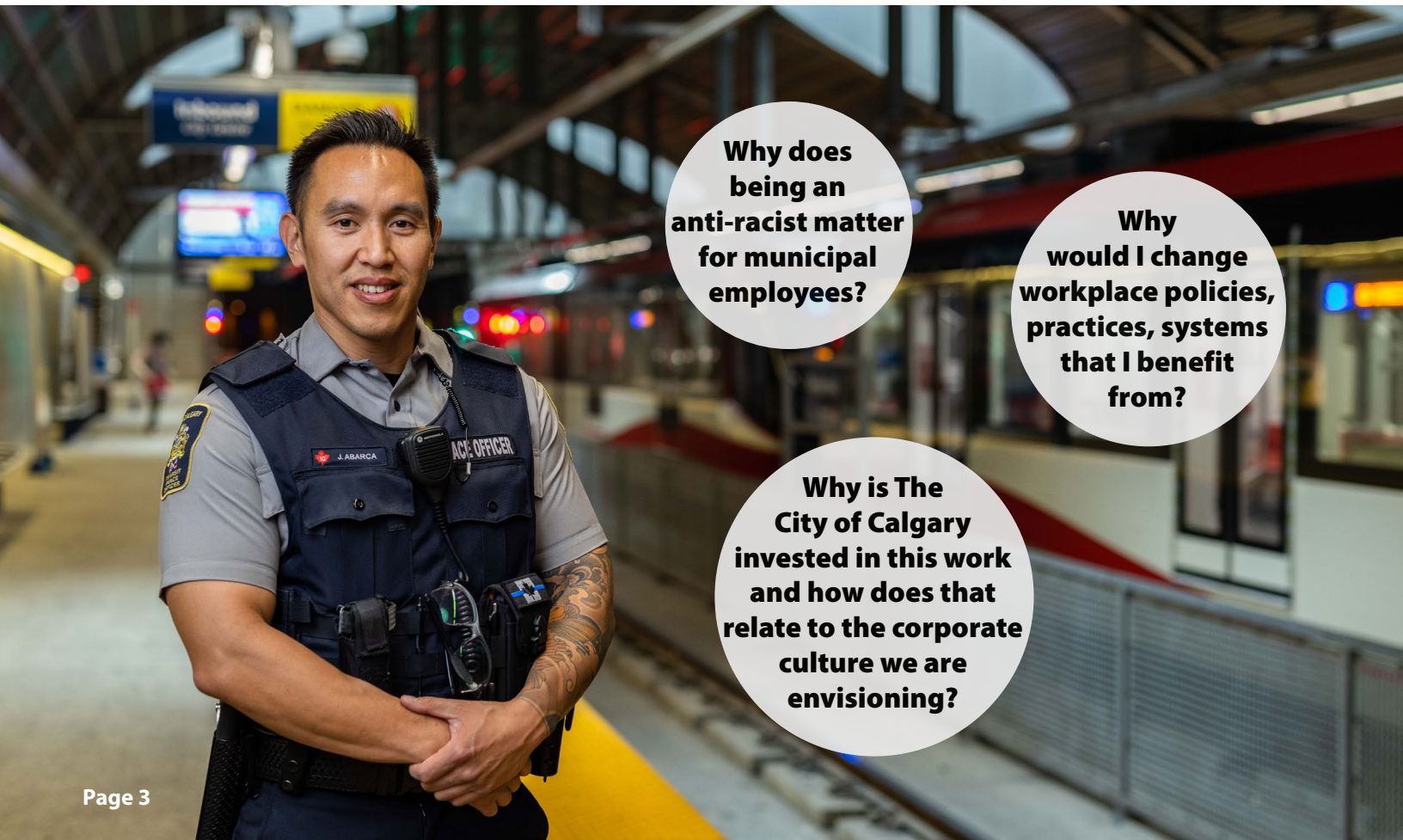
# Ripples of Change: The City of Calgary Organizational Anti-Racism Action Strategy

## A Commitment to a Racially-Just Calgary

Anti-racism work is a collective commitment. It will require organizational stamina, anti-racist leadership, coordinated anti-racism actions, and intentional centring of the lived and living experiences of Indigenous, Black, and diverse Racialized employees. This work requires a focused approach to address the root causes of systemic racism and oppression. As trust and relationship-building are cornerstones in anti-racist practice, being accountable as a public service organization must be embedded into the

change process. Embedding anti-racism accountability measures will help track the tangible, anti-racist changes that are being made in dismantling systemic racism.

Grounding the journey ahead with a fundamental understanding of *why* will help encapsulate our collective motivation and experiences to support the momentum behind the transformative changes we envision in becoming an anti-racist organization.



**Why does being an anti-racist matter for municipal employees?**

**Why would I change workplace policies, practices, systems that I benefit from?**

**Why is The City of Calgary invested in this work and how does that relate to the corporate culture we are envisioning?**

## A Case for Racial Justice

The operational design and function of a municipal government are entrenched in a complex history of colonial racial principles. Upheld by white-centric approaches and practices, racialization sustains an invisible veil of how municipal programs and services are delivered and developed to 1.3 million Calgarians.

**According to the 2021 Statistics Canada census, there are approximately three per cent Indigenous and 41 per cent Black and diverse Racialized Peoples in the Calgary community.<sup>1</sup>**

This shows that a significant portion of the Calgary population is racially diverse. As a public service provider, The City has a high degree of responsibility and influence on the daily lives of Calgarians. Therefore, there is a need to examine how racial inequities are sustained within The City's structure.

As one of the largest employers in Calgary, The City's practices, policies, and systems shape the experience of over 15,000 employees. Employee engagement indicates that systemic racism impacts Indigenous, Black, and diverse Racialized City employees. For instance, a 2021 Cultural Assessment Survey showed that 54 per cent of diverse Racialized employees have experienced or witnessed racism in the workplace. Other indicators demonstrating the need for systemic change include the following:



**Absence and or lack of racial diversity in organizational leadership**



**Need for anti-racist education for the workforce**



**Lack of disaggregated race-based data**



**Lack of safe spaces to speak about racism and to promote anti-racism**



**Need for a comprehensive reporting process when navigating racist workplace incidents and complaints**

<sup>1</sup> Statistics Canada. (2021). Census profile, 2021 census of population.



The City of Calgary has worked to address systemic inequities experienced by Calgarians and employees through numerous policies and initiatives, including but not limited to:

**Respectful Workplace Policy**

**Gender Equity, Diversity, and Inclusion Strategy**

**Healthy Workplace Strategy**

**Multicultural Communications and Engagement Strategy**

**The Social Well-being Policy**

**Welcoming Communities Policy**

**The calls to action from The Truth and Reconciliation Commission**

These policies and strategies aim to advance and promote social equity. However, colonial history and the dynamics of power and privilege continue to perpetuate the harms of systemic racism on Indigenous, Black, and diverse Racialized employees in The City of Calgary. To complement these strategies and policies, an Organizational Anti-Racism Action Strategy is needed to support The City on its journey to become an anti-racist organization and to take action against systemic racism.



## Operationalizing Anti-Racism Work at The City of Calgary

The Anti-Racism Program, formed in 2021, consists of three parallel and interconnected streams of work:

1. Systemic changes that impact community (Community Stream)
2. Systemic changes that impact employees (Organizational Stream)
3. Systemic changes that impact public safety, dignity, order and peace for community and employees (Public Safety Stream)

### The Organizational Stream is primarily responsible for:

- Addressing systemic racial inequities that impact experiences of Indigenous, Black, and diverse Racialized employees
- Identifying inequitable City policies, systems, and practices that impact the access of Indigenous, Black, and diverse Racialized Peoples to municipal programs and services

The Organizational Anti-Racism Action Strategy guides The City's internal anti-racism actions. In this strategy, findings are grounded in the 2021-2022 high-level racial equity assessment including employee focus groups, surveys, corporate initiatives, and consultations. The diagram below illustrates how the findings are integrated to inform what action is needed to advance racial equity and racial justice for Indigenous, Black, and diverse Racialized employees.



## Early Findings Integrating and Informing a Racially-Just Organization

### Key Insights from the 2021 Cultural Assessment and Anti-Racism Survey

### Key focus areas for further investigation

### Organizational culture considerations to enable anti-racism transformation

#### Openness to Change

Encouraging the execution of new ideas and responding to change more quickly.

**Further investigate where there is within different levels and business units of the organization.**

1. Encourage the sharing and execution of new ideas and ways of doing work that supports anti-racism. This includes implementation of anti-racism actions and establishing performance measures for accountability.

#### Psychological Safety

Encouraging the sharing of knowledge, ideas, opinions, and new ways of doing things.

**Determine if leaders' perceptions are aligned with employees' perceptions and expectations of anti-racism.**

2. Enable quicker response to anti-racism change by building change capabilities, developing and executing change management plan and knowledge transfer, managing resistance, and promoting behaviour change.

#### Inclusiveness

Ensuring a racially inclusive work environment.

**Investigate sources of racism and racial discrimination within the organization.**

3. Improve trust in senior leaders by building senior leader accountability into anti-racism strategic plan and framework.

#### Accountability

Senior leadership is held accountable in the work they do.

**Identify if barriers exist for Indigenous, Black, and diverse Racialized employees in policies and accountability processes.**

4. Identify and address racial inequities and racial injustice by capturing core components of anti-racism in organizational policies, services, programs, practices, and processes.

#### Leadership Communication

Clear communication on the vision of the organization from the Executive Leadership

5. Build anti-racism personal responsibility by integrating anti-racism as a component of safety and develop key messaging around psychological safety and creating an environment free from racism.

#### Anti-Racism

Addressing racism experienced by Indigenous, Black, and diverse Racialized employees.

6. Strengthen ongoing anti-racism commitment from the Executive Leadership Team.

## Operationalizing Anti-Racism Work at The City of Calgary

In 2021, The City commissioned an external consultant to develop an organizational racial equity assessment approach. A high-level organization-wide racial equity assessment was conducted through policy review, employee focus groups, employee survey, consultation with subject matter experts, and best practices to inform the development of the Racial Equity Assessment Model. This assessment model will support The City's journey to becoming an anti-racist organization by identifying racial inequities and their underlying causes and allowing for specific anti-racism actions to advance racial equity.

The Racial Equity Assessment Model has a set of standards and criteria to guide the assessment of racial equity in The City's culture, policies, programs, practices, and systems. Additional benefits of the model include:

- Follows a robust and evidence-based process
- Gives distinct, specific, and sufficient attention to key racial disparities/inequities
- Looks for opportunities to advance racial equity in structural factors, organizational culture, and personal bias that have previously been overlooked or ignored, as well as negative or adverse impacts that can be removed or mitigated, where possible
- Establishes a current state assessment of racial equity from all angles and identifies remediation priorities that address systemic challenges adversely impacting historically disadvantaged Indigenous, Black, and diverse Racialized employees
- Underpins informed decisions on specific changes and actions required to successfully change racial inequity outcomes
- Provides the ability to periodically reassess the organization and to continually advance racial equity



## City of Calgary Racial Equity Assessment Model

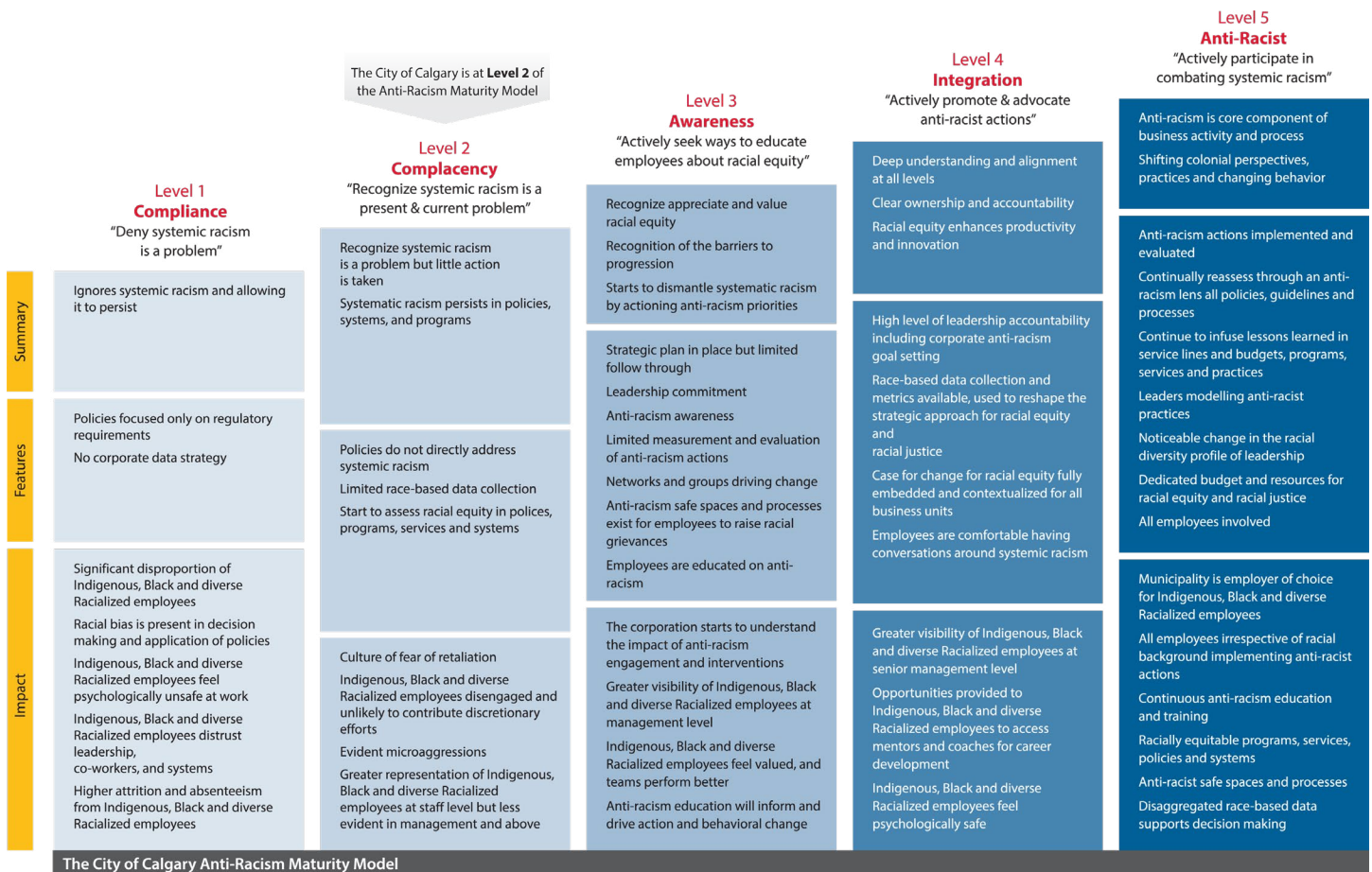
Core Components Anti-Racism	Talent	Business	People	Leadership	Relationship	Review and Measurement
Anti-racist Culture	Talent Attraction	Strategy	Avenues for employee input	Commitment and accountability	External relationship and Corporate Social Responsibility	Racial equity pay gap
Racially equitable policies & practices	Recruitment and onboarding	Racial Justice	Psychological health and wellbeing	Anti-racist leadership	Supplier relationships	Data collection and analysis
Engagement Survey	Performance development processes	Business case for anti-racism change	Flexible work policy and practices	Senior level scrutiny	Customer insight	Racial equity action planning and implementation
Anti-Racism training & education	Career progression	Governance		Middle management	Municipal sector insights and regulations	Ongoing review and monitoring
Communicating our journey	Learning and professional development	Setting priorities			Human rights and oppressive labour practices	Evaluation and measuring impact

Embedding the Racial Equity Assessment Model into day-to-day operations as an ongoing practice will ensure business decision-making is framed with a racially-just lens. This can include activities related to:

- **Policy Development and Review:** When the need for a new policy or practice is identified or an existing one is reviewed. Depending on the type of policy, collaborations should be formed with the relevant service areas and business units.
- **Business Planning and Budgeting:** When making and prioritizing business decisions and changes. For example, strategy planning sessions, operational changes, budget reduction, initiatives to promote employee well-being, implementing employee support programs, and collecting employee data or feedback.
- **Employee Life Cycle:** How and who to hire, retain, promote, or develop as leaders. How one's employment is managed, and the provision of equitable opportunities to thrive within one's role and advance within the organization.

## Anti-Racism Maturity Model

As the Racial Equity Assessment Model is used to conduct comprehensive assessments within business units, The City can determine its progress through the anti-racist maturity levels. The different levels within the model identify the capabilities and features of an anti-racist organization in addressing systemic racism. [Click here](#) for the maturity model.



Based on the 2022 high-level assessment, The City of Calgary sits at Level two on the Anti-Racism Maturity Model. The City acknowledges that systemic racism is present and is a current problem that needs to be addressed. *Ripples of Change: The City of Calgary Organizational Anti-Racism Action Strategy* identifies actions to address systemic racism and advance racial equity toward Level five of the Anti-Racism Maturity Model.

# Ripples of Anti-Racist Actions, Significant Waves of Systemic Change

Addressing systemic racism in our municipal organization can positively impact the social, economic, and political dimensions for Calgarians.

The Organizational Anti-Racism Action Strategy identifies where City leadership and the organizational workforce can collectively take actions to address and remove racial inequities and systemic barriers for employees. Five themes are identified to guide the process of intentional change making throughout the organization. These themes are:

1. Integrating racial equity accountability from the inside out
2. Providing anti-racism learning and development opportunities
3. Fostering anti-racist leadership
4. Co-creating anti-racist safe work environments
5. Promoting disaggregated race-based data collection and practice

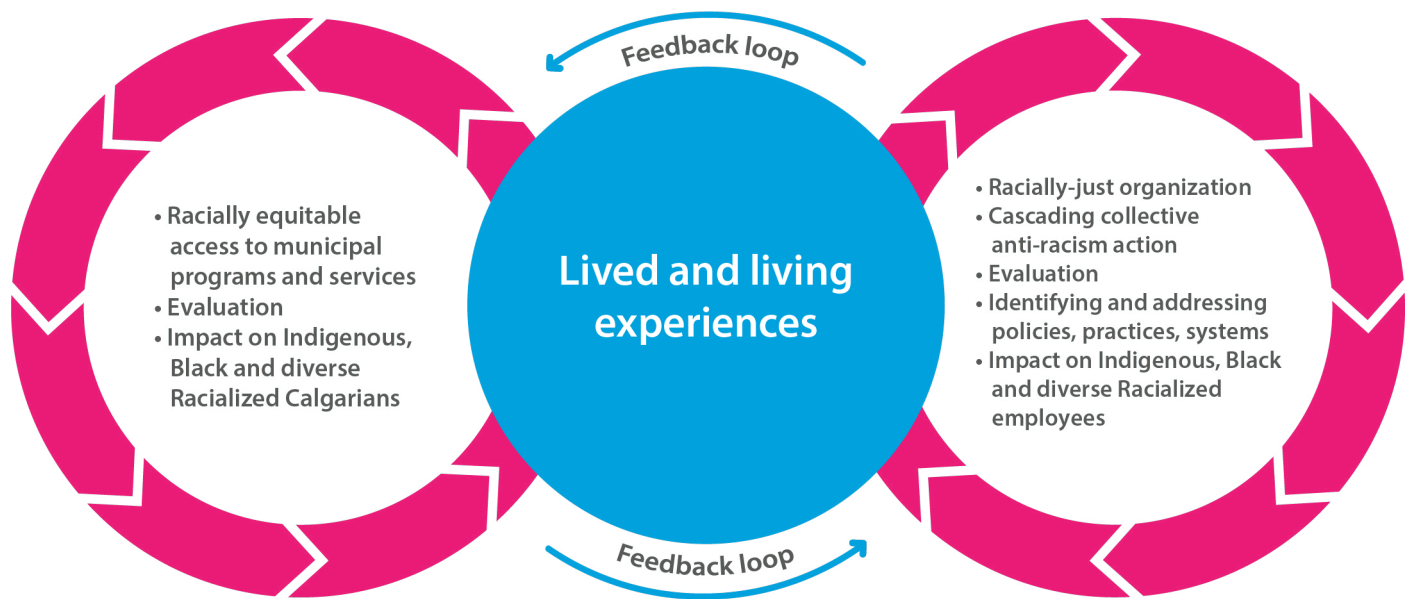
Each theme will highlight how systemic racism has shaped the employee experience for Indigenous, Black, and diverse Racialized staff. Strategic anti-racist actions are provided in each theme to inform how municipal employees can play a role in achieving racial equity outcomes. By taking collective anti-racist actions in these theme areas, The City will be positioned to become an anti-racist organization and reflect an anti-racist culture.



Theme 1:

## Integrating Racial Equity Accountability from the Inside Out

Findings from the high-level racial equity assessment indicated that current policies and practices need to be reviewed to promote anti-racist systemic change in the organization. Building a practice of continuous racial equity evaluation is important to assess the overall impact of collective anti-racist actions. When creating accountability measures to track anti-racist outcomes, City administrative leadership will need to integrate the experiences of Indigenous, Black, and diverse Racialized employees actively, strategically, and intentionally. This includes evaluating, monitoring, and measuring the impact of policies, practices, and systems that shape racial justice in the workplace and organizational culture and how municipal programs and services are designed and delivered to be accessed in a racially-equitable manner.



The City will need to champion changes to sustain and promote racially-equitable and racially-just services. These changes include building internal capacity and connections with business units across the organization to participate in anti-racist assessments and actions, reflect Calgary's racial diversity and approach governance, policy development, and service delivery through an anti-racist lens. To help The City on its journey of becoming an anti-racist organization, it is important to develop and use anti-racist tools, processes, guidelines, resources, and approaches to bridge fractured systems.

### Strategic Actions

- Apply the Racial Equity Assessment Model tool to conduct a robust and comprehensive review of culture, policies, programs, practices, and systems
- Develop an anti-racism policy review tool and process
- Integrate an anti-racist lens into the corporate policy development process
- Create a strategy to prioritize areas of change in the organization
- Continue to advocate for inclusive language across the organization
- Work with Human Resources to promote anti-racist talent management processes, in the resumé screening processes, interview evaluation and guidelines
- Identify resources in service plans and budgets to implement anti-racism actions
- Promote cascading anti-racism actions into individual performance plans and goals

### Outcomes

- Business units are engaged in conducting racial equity assessments
- Anti-racist principles are incorporated into City of Calgary policies, programs, services, and practices



## Theme 2:

# Providing Anti-Racism Learning and Development Opportunities

Providing employees with access to anti-racism learning and development opportunities will support anti-racism actions and build capacity to address systemic racism. Understanding the harms and impacts of systemic racism and other forms of racial discrimination, such as microaggression, gaslighting, and internalized racism on Indigenous, Black, and diverse Racialized employees, will promote an anti-racist culture. This will help create a common language, shared understanding, and anti-racism competencies for employees.

Using an anti-racist lens requires de-centring Whiteness that can only be achieved when there is an understanding of the roots of systemic racism, the impact of colonization on Indigenous, Black, and diverse Racialized Peoples, and the present-day manifestations of racial discrimination. Moving employees towards becoming anti-racist practitioners requires developing and implementing an anti-racism curriculum and integrating anti-racism into foundational learning. It is important for employees to develop self-awareness and enhance knowledge to help recognize and understand their own biases, beliefs, and behaviours about systemic racism, racial discrimination and the experiences and historical racism faced by Indigenous, Black, and diverse Racialized Peoples. It is also important for employees to develop anti-racism skills to engage in meaningful anti-racism actions, communicate effectively, and be agents of change to challenge systemic racism.

### Strategic Actions

- Create anti-racism curricula for employees:
  - a. Anti-Racism 101 & Anti-Racism 102
  - b. Customized learning plans for leadership
- Customize learning approaches depending on learners' needs ranging from awareness- raising to supporting behavioural change:
  - a. Organization-wide learning initiatives through immersive and collaborative experiences
    - Developing resources and facilitating workshops focusing on various anti-racism topics
    - Collaborative initiatives across business units
    - Presentations tailored to business unit requirements using methods such as case scenarios and role plays
  - b. Create and utilize learning opportunities such as human library, conversations, and fireside chats
- Develop a resource hub to support anti-racism learning:
  - a. Create platforms for sharing such as human library, lunch and learn, podcast, and interviews
  - b. Co-create anti-racism learning material with community partners and organizations
  - c. Create anti-racism toolkits to facilitate education and conversations
- Support training and education opportunities for City leadership and Council to help inform decision-making



## Outcomes

- Employees have increased anti-racism awareness, knowledge, competencies, and skills
- Employees can identify how racial equity impacts Indigenous, Black, and diverse Racialized employees through:
  - a. Addressing bias, stereotypes, and various forms of racial microaggressions in daily life and how they can perpetuate systemic racism
  - b. Understanding internalized racism and its impacts on Indigenous, Black, and diverse Racialized individuals and, creating safe spaces for employees
  - c. Identifying current systemic racist practices that are rooted in historical policies that perpetuate racial inequalities
  - d. Examining one's own beliefs, biases, experiences, and actions within systemic racism through ongoing self-awareness and reflection
- Employees have a greater sense of empowerment to discuss racism and systemic racism in the workplace



## Theme 3:

### Fostering Anti-Racist Leadership

To foster an anti-racist workplace culture, a commitment to anti-racism needs to be championed at all levels of leadership across the organization. Based on the high-level racial equity assessment findings, leaders and employees identified the need for the organization to be intentional in becoming anti-racist. This requires a change in behaviour, way of thinking, decision-making, leadership accountability, and actively identifying how bias influences our actions and contributes to racial discrimination and systemic racism. Leadership accountability involves leaders embodying anti-racist values, principles, and characteristics and continuously self-assessing their own behaviours and attitudes towards racial discrimination or systemic racism.

#### Employee Voices:

*"Most of the time the leaders are not educated on the issues and do not know how to approach the subject. It is awkward for them. Usually hear them trying to tell you not to rock the boat and if you can deal with it a different way. Even Indigenous, Black, and diverse Racialized leaders do not want to be the one to step forward to be 'that person' to bring up a racial issue."*

*"I think what is required is a complete cultural shift. A lot of these behaviors are normalized and built in our culture. There is no recourse. I feel there is a lack of trust. I don't feel like I can go to leadership when they have that all-White lens."*

*"An anti-racist organization has everyone (not just those that are Racialized) engaged, acting and speaking out as allies."*

### Strategic Actions

- Create mentorship opportunities for Indigenous, Black, and diverse Racialized employees to advance into positions of leadership
- Enhance corporate understanding of anti-racist competencies through continuous learning and education, including coaching
- Use disaggregated race-based data to inform and promote racial representation in leadership

### Outcomes

- Increased racial representation in positions of leadership, including at the levels of Executive Leadership, Senior Management, and Corporate Management
- Leadership has clearly defined anti-racism roles and responsibilities that contribute to an anti-racist workplace
- Indigenous, Black, and diverse Racialized employees are mentored for career development



## Theme 4:

# Co-Creating Anti-Racist Safe Work Environments

Research has established that racism is a social determinant of health.<sup>2</sup> Systemic racism, racial discrimination, and microaggressions negatively impact psychological health and safety. These impacts include feelings of insecurity, lack of confidence, lack of trust in others, lack of connection or purpose, depression, anxiety, anger, irritability, hypertension, racial trauma, illness, isolation, and substance abuse. The impacts of racial discrimination, microaggression, and systemic racism can also impede workplace performance and the employee experience.<sup>3</sup>

**23%** Indigenous, Black and diverse Racialized

**15%** White

The 2021 Cultural Survey highlighted that of the survey participants, approximately 23% of Indigenous, Black, and diverse Racialized employees and 14% of White employees indicated that The City does not provide employees with a workplace free of racism.

In the high-level racial equity assessment, there were indications of fear of retaliation, complicity, and hesitancy to raise racial issues with Human Resources and leaders. Whether personally experienced or witnessed, employees reported a lack of trust that the concern would be addressed without retaliation, or that it would be ignored. In the same assessment, staff highlighted the desire to have safe spaces to share lived experiences and have open conversations around race and racism. Co-creating anti-racist safe work environments free from racial discrimination is key to advancing an anti-racist organization.

### Strategic Actions

- Improve employees' access to anti-racist safe spaces to share such as Employee Resource Groups
- Integrate an anti-racism lens when focusing on policies and practices related to employee safety, including psychological health and safety as well as racial trauma
- Create a formalized process where employees can report racial discrimination safely without fear of retaliation

### Outcomes

- Leaders are perceived as approachable and create psychological safety within their teams
- Racially-informed trauma and mental health resources are readily available
- Indigenous, Black, and diverse Racialized employees feel psychologically safe in the workplace

2 Stanley, J., Harris, R., Cormack, D. et al. The impact of racism on the future health of adults: protocol for a prospective cohort study. BMC Public Health 19, 346 (2019).

3 Wingfield, A., Chavez, K., et al. Getting In, Getting Hired, Getting Sideways Looks: Organizational Hierarchy and Perceptions of Racial Discrimination. American Sociological Review 85, 1 (2020).

## Employee Voices:

*"I don't think people even bother reporting these things anymore because the response is usually painfully inadequate and you are penalized for speaking up. Whenever I have seen the topic of race come up even generally people want to get out of the conversation as quickly as possible. If we can't even talk about it in general, how are we going to deal with real-world issues?"*

*"I witnessed jokes, slurs, treating Indigenous, Black and diverse Racialized women as angry when they disagree; disproportionate firing/ or disciplining of Indigenous, Black and diverse Racialized employees; Indigenous, Black and diverse Racialized employees viewed by coworkers as less capable, employees with accents being viewed as less capable (e.g. a preference for an English first language employee)."*

*"In order to elicit some change, people need to be free to say what they really think even if it's not what is politically correct. There is a desire to look politically correct that does not allow for honest conversations to occur which inhibits change. Yes, we have hired an anti-racism lead and making strides, but if we are not creating a safe environment of having genuine, curious conversations then we are not making movements. Needs to have a safe space for racism conversations. There is the fear that if someone says something wrong there is punitive action."*



## Theme 5:

# Promoting Disaggregated Race-Based Data Collection and Practice

It is increasingly evident that there is a high need to collect disaggregated race-based employee data to see where racial inequities exist across various policies and practices, organizational processes, and decision-making. Disaggregated race-based data helps to inform the development, delivery, and impact of policies, services, programs, and processes for Indigenous, Black, and diverse Racialized employees. Capturing disaggregated race-based data would provide insight on the employee experience, highlighting racial representation in the organization, including in positions of leadership and influence. This data would also help to identify possible gaps in pay, hiring, and promotions. Proactive measures can be taken to ensure disaggregated race-based data is collected when engaging prospective candidates, collecting employee feedback, or compiling employee data to inform business decisions. Collecting and using disaggregated race-based data will help the organization to fully understand the impact of racial inequities and injustices in a measurable manner, which will inform anti-racism initiatives and actions that make a difference in addressing systemic racism.

### Strategic Actions

- Advocate for a disaggregated race-based data framework and strategy across the organization
- Use disaggregated race-based data to inform and promote racial representation in leadership

### Outcomes

- Disaggregated race-based data is used to promote racial equity in making business decisions, such as evaluating and monitoring the employee experience related to talent management and acquisition

# Evaluating Systemic Changes that Impact Employees

As the organization continues its journey of becoming anti-racist, evaluating the impact of anti-racism actions will depict how systemic racism is being addressed. The following evaluation and performance measurement plan can assess and measure the impact and effectiveness of the anti-racism actions, make informed decisions on future improvements, and hold the organization accountable for advancing anti-racism. The performance measures will align with the City’s Results-Based Accountability™ framework for performance measurement:

- How much did you do?
- How well did you do it?
- Is anyone better off?

The chart below presents examples of performance measures that can help to understand the impact anti-racism actions have on:

1. Improving racial equity and racial justice outcomes for Indigenous, Black, and diverse Racialized employees and their experiences in the workplace
2. Building employee anti-racism competencies by delivering of racially equitable municipal policies, services, and programs

Themes	Examples of Performance Measures
<b>Integrating racial equity accountability from the inside out and outside in</b>	<ul style="list-style-type: none"> <li>• # of business units that have completed a racial equity assessment</li> <li>• # of policies and procedures reviewed through an anti-racism lens</li> </ul>
<b>Providing anti-racism learning and development opportunities</b>	<ul style="list-style-type: none"> <li>• % of employees and leaders who completed the anti-racism training</li> <li>• % of learning participants who agree they have increased anti-racism skills</li> </ul>
<b>Fostering anti-racist leadership</b>	<ul style="list-style-type: none"> <li>• # of supported and co-developed racially equitable talent management practices</li> <li>• % increase of Indigenous, Black, and diverse Racialized leaders in Executive Leadership, Senior Management, and Corporate Management Team levels over a 5-year-period</li> </ul>
<b>Co-creating anti-racist safe work environments</b>	<ul style="list-style-type: none"> <li>• # of processes and procedures reviewed through an anti-racism lens to improve psychological safety in the workplace</li> <li>• % of Indigenous, Black and diverse Racialized employees who feel psychologically safe in the workplace</li> </ul>
<b>Promoting disaggregated race-based data collection and practice</b>	<ul style="list-style-type: none"> <li>• # of internal consultations on utilizing race-based data provided</li> <li>• # of changes made to City practices as a result of implementing race-based data to improve the experiences of Indigenous, Black and diverse Racialized employees</li> </ul>

## Creating Ripples of Change

City staff have identified that systemic racism exists in City services, programs, and practices. Power imbalances are embedded in municipal policies, workplace culture, business planning, budgeting, and in how employees are treated when experiencing systemic racism and racial discrimination.

The journey to becoming an anti-racist organization requires many ripples of change. For this change to take place, it is crucial to centre the lived and living experiences of Indigenous, Black, and diverse Racialized employees. This journey involves ensuring accountability for racial equity and racial justice; providing anti-racism learning and development opportunities; increasing racial representation in leadership; creating anti-racist safe work environments and promoting disaggregated race-based data collection for evidence-based decision making.

**Addressing systemic racism and racial discrimination will positively impact workplace performance, productivity, and employee experience, making The City an employer of choice.**





# Glossary of Terms

**Anti-racism** is recognizing the existence of racism and taking active steps to name, challenge and eliminate it at all levels (individual and structural) and spheres of life.

**Disaggregated Race based Data** is data that is broken down into racial categories or distinct groups such as Arab, Indigenous, Black, South-East Asian, White, etc. This helps to better understand how Indigenous, Black, and diverse Racialized peoples are experiencing the impacts of systemic racism and to inform delivery of racially equitable programs and services.

**Gaslighting** is a form of manipulation and psychological control in which false information is used to distort reality and cause people to question their own judgment.

**Indigenous, Black and diverse Racialized Peoples** are the individuals and groups that The City of Calgary recognizes to be experiencing systemic racism, racialization and racial discrimination due to historical oppression and colonization.

**Internalized Racism** is a form of oppression when a racialized group supports the supremacy of the dominating group by accepting an oppressive racial hierarchy that shapes their own beliefs.

**Microaggressions** are brief and commonplace verbal or behavioural indignities that communicate hostile, derogatory or negative racial insults to a target group or person.

**Psychological Health and Safety** occurs when a workplace environment is free from mental health harm.

Racial Justice addresses structural and systemic racism in programs, services, policies and systems to ensure everyone is treated equitably including Indigenous, Black and diverse Racialized Peoples.

**Racial Equity** is a process and outcome of eliminating racial disparities and improving outcomes for Indigenous, Black and diverse Racialized Peoples by addressing the root causes of systemic racism.

**Racialization** is the process of constructing and putting into action racial categorizations, stereotypes and over-generalization for the purpose of continued subjugation, unequal treatment and social exclusion of “inferior groups”.

**Systemic Racism** is a structured system that equips a racial group with power to dominate others in social, political and economic areas over time and generations. This is often reflected in policies, programs and practices that favor one racial group over others.

**White Centric** refers to a worldview or attitude that places white people and their experiences and values at the centre of society, while marginalizing and excluding the experiences and values of Indigenous, Black and diverse Racialized Peoples.

[calgary.ca/anti-racism](http://calgary.ca/anti-racism)

