

# Dismantling Systemic Racism, Transforming Lives:

The City of Calgary Anti-Racism Strategic Plan 2023–2027



**Aakipokkitsitsi'p Aisiistowamoatsisinni, Asawaao'ohtoo'p niipaitapiiysin:**

Mii aakaitapissko Mohkinsstsis Miinattsiistowamoatsisinni akakihtsimaan kii akanistakohto'p (naatsippo nitsikopotto – naatsippo ihkitsikopotto)  
(title of the document in the Blackfoot language)



**“ We have chosen the metaphor of the constellations on the cover page (a cluster of related things) as we believe that anti-racism is an active process that has the potential to positively impact Indigenous, Black, and diverse Racialized individuals, communities, and society. This metaphor also emphasizes that we understand systemic racism to be constituted by complex conceptual formations and relations. While it is complex, if we use an anti-colonial lens, we can see the beauty of everyone being distinctly authentic and a part of something greater – dismantling systemic racism. The City’s Anti-Racism Strategic Plan is co-created and interdependent on us all playing our roles.”**

**– Dr. Linda Kongnetiman**  
Managing Lead, City of Calgary Anti-Racism Program

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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 the Otipemisiwak (Oti-pe-MES-se-wa) Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous Peoples who have made Calgary their home.

**Nose Hill Siksikaitsitapi Medicine Wheel**  
Calgary, Alberta

This First Nations monument is a peaceful spot with vast views of the Calgary prairie.



# A Message from Council

The path towards becoming an anti-racist city is a difficult one, where entrenched systems and processes must be challenged and replaced. That heavy work has begun in Calgary and is supported by both Council and Administration.

We'll need to identify and shift our biases.

There will be many uncomfortable conversations if we are committed to calling out racism when it confronts us.



**“While this work may seem difficult, Calgarians have called for an inclusive city and inaction is not an option.”**

## Calgary City Council



Calgary 2021-2025 City Council stands on the steps of Historic City Hall after the swearing in ceremony on October 24, 2021.

### Fourth row:

Ward 13 Councillor: Dan McLean; Ward 9 Councillor: Gian-Carlo Carra; Ward 14 Councillor: Peter Demong; Ward 4 Councillor: Sean Chu; Ward 11 Councillor: Kourtney Penner

### Third row:

Ward 3 Councillor: Jasmine Mian; Ward 5 Councillor: Raj Dhaliwal; Ward 10 Councillor: Andre Chabot; Ward 8 Councillor: Courtney Walcott

### Second row:

Ward 1 Councillor: Sonya Sharp;  
Ward 2 Councillor: Jennifer Wyness

### Front row:

Ward 12 Councillor: Evan Spencer;  
Mayor: Jyoti Gondek; Ward 7 Councillor: Terry Wong; Ward 6 Councillor: Richard Pootmans



# A Message from the Executive Leadership Team

The City of Calgary made a public commitment to start the journey to become an anti-racist organization in June 2020. We continue to stand by our commitment because we know that as a municipal government and providers of City programs and services, we have a leading role in dismantling systemic racism. We also recognize that commitment requires action to be meaningful.

Anti-racism is about taking proactive steps to fight racial inequities and injustice. As the Executive Leadership Team, we lead this work within our organization. We have been working closely with the Anti-Racism Program team over the last two years to receive training and understand lived experiences to help us apply an anti-racism lens to everything we do.

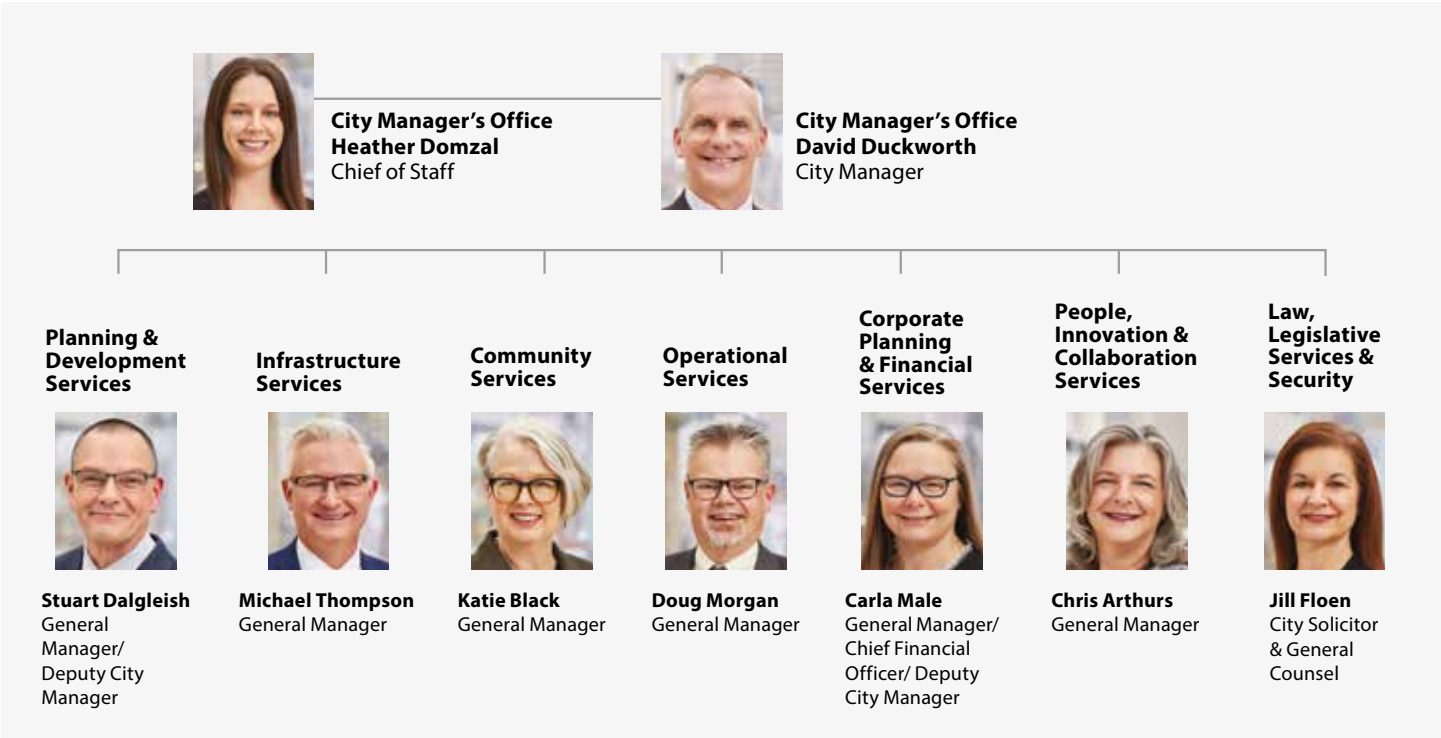
We are also putting the funding and tools in place that support our employees in helping us fulfill our commitment and make a difference across the organization. As part of implementing this five-year Anti-Racism Strategic Plan, we will be consistently assessing our structures, programs, services, and policies and making the required changes as we learn together and move forward together.

We will leverage our influence to drive strategic change in our business units, in the communities where we work, and through public policy. We have remarkable employees who are also committed to this necessary journey. We will continue to be mindful of the needs and contributions of all Calgarians. Together, we are taking action to eradicate systemic racism and racial discrimination. Thank you for joining us in our process to become an anti-racist City.



“Together, we are taking action to eradicate systemic racism and racial discrimination.”

## Executive Leadership Team



# Call to Action

Following the death of George Floyd in May 2020, more than 70,000 people signed an online petition circulated by the Canadian Cultural Mosaic Foundation, calling for a public consultation on systemic racism in Calgary. Council responded in June 2020 with a Notice of Motion entitled *Calgary's Commitment to Anti-Racism*. In July 2020, a public hearing was held in council chambers where people shared their lived and living experiences of systemic racism and racial discrimination.

The three-day hearing was a profound moment detailing racial inequities, harassment, bullying, tokenism, discomfort at work, systems distrust, psychosocial racial trauma and overall frustration. City Council acknowledged that systemic racism exists in Calgary and directed Administration to immediately engage in meaningful re-evaluation of The City of Calgary's internal practices, programs, services and policies.

**SYSTEMIC RACISM** structurally equips a racial group with the power to dominate others in social, political, and economic areas over time and generations. This is often reflected in policies, programs, and practices that favour one racial group over others. Due to colonization, systemic racism is deeply rooted in the fabric of our society, thereby creating barriers that negatively impact the lives of Indigenous, Black, and diverse Racialized Peoples.

Today, systemic racism is evident across various institutions such as health care, education, criminal justice, and child welfare. It is also apparent in municipal government. We are focused on and committed to proactively dismantling systemic racism and the root causes of racial inequities and racial injustices in municipal programs and services.

*Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan 2023-2027* (Strategic Plan) has been developed in response to the concerns of systemic racism, racial inequity, discrimination, and oppression that harm Indigenous, Black and diverse Racialized Calgarians including City of Calgary employees. This Strategic Plan sets the foundation for unmasking and eradicating systemic racism that is deeply rooted in the fabric of our society.

**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.

**"Racism and, in particular, systemic racism, costs our society dearly-socially, economically and politically."**

- Community Member

**Calgary's population has become increasingly diverse with approximately three per cent Indigenous and 41 per cent Black and diverse Racialized Peoples.**

From 2021 to 2022, over 2,700 people took part in community engagement, where they indicated that racism and discrimination are widespread and perpetuated through various systems and policies. In The City's 2021 Cultural Assessment and Anti-Racism Survey of 3,000 City employees, over 30 per cent of Racialized Peoples disagreed that all City employees have the same growth opportunities. Similarly, in The City's 2021 Street Harassment survey of 500 people, over 60 per cent of Racialized Peoples indicated that they have experienced unwanted comments about their ethnicity, race, religion, and gender. We have heard that racial discrimination and systemic racism are life and death issues for Indigenous, Black, and diverse Racialized Peoples.

**"We have seen and are convinced that discrimination and racial injustice are a destructive force."**

- City Leader

*Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan 2023-2027* reflects the voices of our community and employees who are hopeful for change and further want our commitment to spring forth actions.

**"No more talking. It is time to act."**

- City Leader

Addressing systemic racism and making systemic changes are not the sole responsibility of Indigenous, Black and diverse Racialized Peoples. Transformative change will only be achieved through authentic, collective and mutually-shared efforts. This means that implementing this Strategic Plan requires dedication and anti-racism actions from everyone to achieve a racially-just organization and city.

**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.

This is The City's first Anti-Racism Strategic Plan. It serves as a blueprint to guide us in achieving a racially-just Calgary. A Calgary that is considered a great place to make a living and a great place to make a life for everyone including Indigenous, Black and diverse Racialized Peoples. It is a crucial step towards ensuring that Calgarians witness authentic follow-up and follow-through of The City's commitment to becoming an anti-racist organization. *Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan 2023-2027* outlines five focus areas and nine strategic actions in each focus area for addressing systemic racism.





# Impact on Employees

Safeil is an MBA graduate who worked for The City of Calgary for over 20 years. He immigrated to Canada from Indonesia 25 years ago. Within the first 7 years of his employment, he had become a lead, overseeing a team of employees in his department.

Over the years, Safeil had applied for numerous manager and director positions, but he had never been successful. Despite meeting and exceeding the job requirements for these positions, he was always told that he did not fit into the corporate leadership culture. This was frustrating for Safeil, as he had tried everything to improve his chances of being hired into a manager's role. He had taken courses and attended training sessions, covered for other managers when they were away, and even sought coaching to help him improve his leadership skills. But no matter what he did, he never seemed to get the recognition he deserved.

To make matters worse, Safeil also experienced microaggressions in the workplace. Safeil felt he needed to justify himself whenever he made a decision or shared his opinions. This made him feel unsupported and undervalued, and he began to believe that he was stuck in the systemic racism that existed within the organization. Safeil booked a meeting with his director to share his experiences at work over the years.

Safeil's story highlights the need for organizations to be proactive in addressing issues of systemic racism and discrimination and to ensure that all employees have equal opportunities to advance and succeed.

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The name in this story has been changed to protect the identity of the individual.





# The Racially-Just Calgary We Envision: Community Voices

*"Being able to express yourself without fear of criticism and being able to discuss your experiences to help each other grow."*

*"Indigenous, Black and diverse Racialized Peoples' experiences would be considered valid and be heard."*

*"Everyone can feel safe and have a sense of belonging in all spaces of society, especially without feeling pressure to conform to the dominant group."*

*"A racially-just community is one that recognizes that all peoples no matter ethnic background, skin colour, culture, or otherwise have within them the same living essence / source of life: The Heart. In seeing the heart within all people, we no longer get caught in surface differences and experience the oneness of our shared kinship with not just each other but with all living things. A community that lives from this place of recognition is unified by this common wisdom and all conflicts are held within the sacred container of respect."*



# The Racially-Just Organization We Envision: Employee Voices

*"An organization where our employees as a whole and leadership would more closely mirror the demographics of our community."*

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

*"It would be like not needing to hide my cultural identity and trying to come off as more "White" or "Canadian" in terms of my cultural norms."*

*"An anti-racist organization is where conversations about race happen everyday without fear and with bravery."*

*"It's also about "seeing colour" because you have to see colour and culture to ensure equity and equality. Not seeing colour is what colonial structures were built on, and that's what needs to change."*





# Calgary's Racial Diversity

With a population of 1.3 million people, the City of Calgary is the third largest municipality in Canada. Calgary is a growing city with thousands of new people arriving annually from across Canada and overseas.

The most known Indigenous languages are **Blackfoot, Cree, and Nehiyawewin**

**3%**  
of Calgarians are Indigenous Peoples

Racialized population  
**41%**

The top ten countries of birth of recent immigrants are the **Philippines, India, Nigeria, China, Syria, Eritrea, Pakistan, the United States of America, Ethiopia, and South Korea**

**53%**  
of the population have European origin

The top 10 non-official languages spoken at home are **Punjabi, Tagalog, Mandarin, Cantonese, Spanish, Arabic, Urdu, Vietnamese, Korean, and Russian**

First and second-generation immigrants represent  
**6/10 residents**  
in Calgary

Immigrant population  
**33%**

# Commitment, Mission, and Audience of Focus

## Commitment

A racially-just  
Calgary

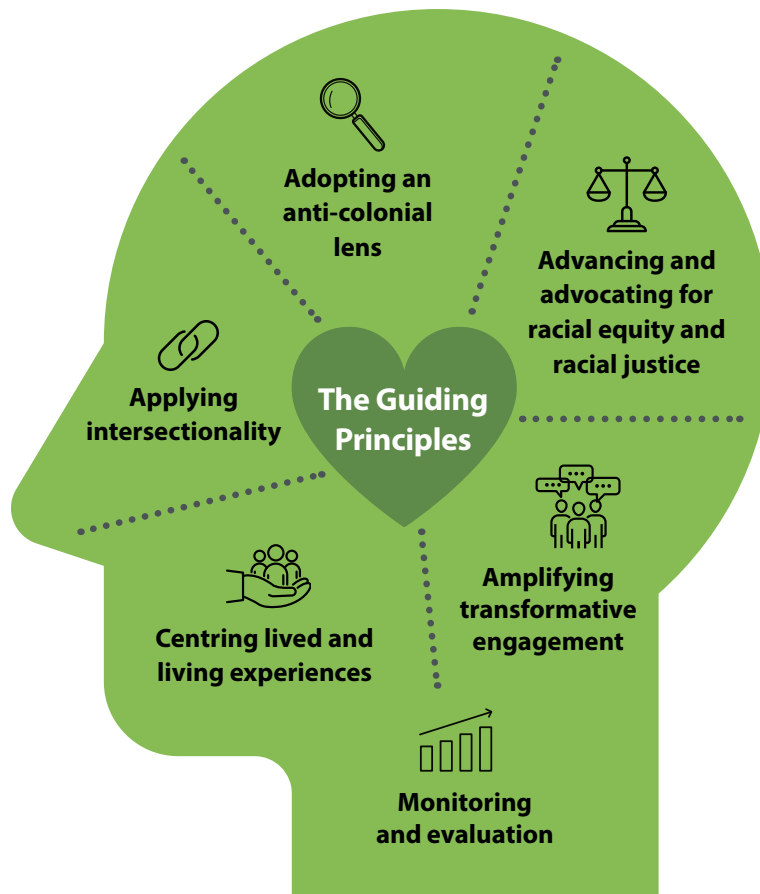
## Mission

To take actions to remove systemic racism in Calgary through education, engagement, collaboration, and policy changes

## Audience of Focus

**Internal:** Employees, City Administrative Leadership, Council

**External:** Calgarians, Community Members, Community Organizations and Associations, Anti-Racism Action Committee, Elders and Knowledge Keepers



**AUDIENCE OF FOCUS** are Individuals, groups and communities directly and indirectly impacted by systemic racism in our city and The City of Calgary



# Guiding Principles

The Strategic Plan was developed and guided by the following principles. These principles need to be mirrored in the implementation of the strategic actions.

## **Advancing and advocating for racial equity and racial justice**

to ensure structural and systemic changes are addressed, resulting in equitable access to opportunities, eliminating racial disparities, and ensuring a racially-just society.

## **Centring lived and living experiences**

of Indigenous, Black and diverse Racialized Peoples to understand the trauma and impact of systemic racism and co-creating racially equitable programs, services, policies, practices and procedures.

## **Amplifying transformative engagement**

approaches by bringing community, employees, and partners together to generate action-oriented solutions to address systemic racism.

## **Applying intersectionality**

to understand interconnected identities and how the intersecting forms of discrimination and oppression impact the lived and living experiences of Indigenous, Black and diverse Racialized Peoples.

## **Adopting an anti-colonial lens**

which captures the perspectives and experiences of Indigenous, Black, and diverse Racialized peoples, disrupts and dismantles long-embedded systemic racism.

## **Monitoring and evaluation**

for accountability, knowledge sharing, trust and transparency.





# Strategic Orientation

The development of this Strategic Plan included a review of initiatives (both City and externally-led) and some legislation directed at addressing discrimination, oppression, human rights, and systemic racism. This review was completed to provide strategic orientation and cultivate aligned impact where objectives overlap. This Strategic Plan recognizes City-led equity initiatives as intersectionality is one of the key guiding principles to becoming a racially-just City.

## City of Calgary Initiatives

- **Council’s Strategic Direction 2023-2026 (Resilient Calgary)** is guided by economic, social and climate resilience to ensure a city where everyone participates in a strong, diverse economy, a city where people of all backgrounds belong, and a city that recognizes the climate emergency.
- **Social Wellbeing Policy** outlines social well-being principles The City will follow when making decisions; developing plans, policies and strategies; and delivering City services. That is, The City will strive to provide equitable services; advance the active and shared process of Truth and Reconciliation in collaboration with the community; seek opportunities to support and grow the culture in Calgary; and aim to stop problems before they start, using a prevention approach.
- **Gender Equity, Diversity and Inclusion Strategy** declares to employees and citizens that Council and Administration are committed to building and strengthening an equitable, diverse, and inclusive organization. The City recognizes the importance of gender equity and diversity in building an inclusive workplace and delivering effective services to Calgary’s increasingly diverse population.
- **The Truth and Reconciliation Commission** are calls to action on which the City can act.
- **Healthy Workplace Strategy** recognizes that employees’ health, safety and well-being are central to the organization’s success. Promoting and protecting employee’s health and safety is not only The City’s moral obligation, but it makes good business sense.

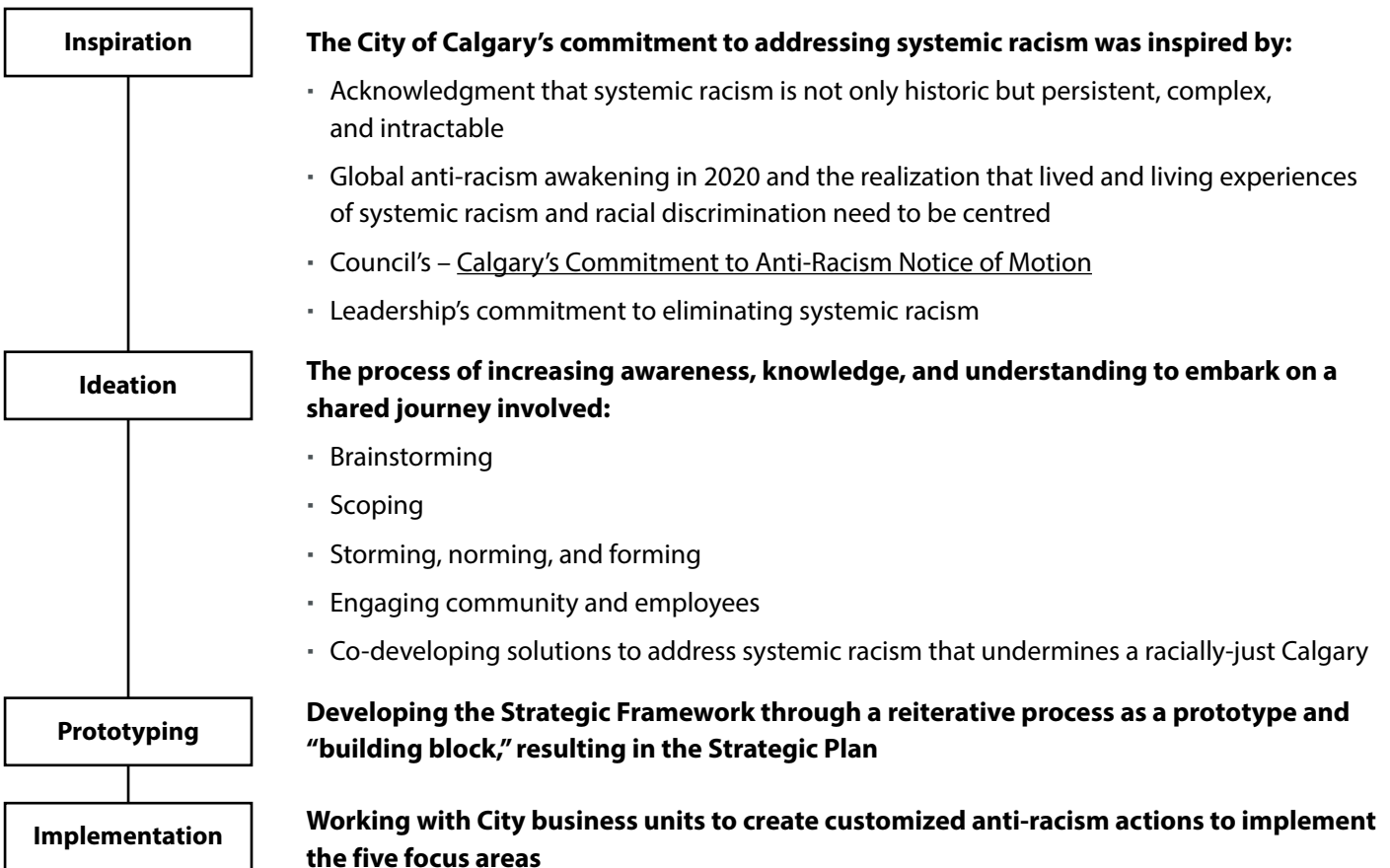
## Externally Led Initiatives and Legislation

- **Enough for All Strategy** emphasizes the need to reduce racism and discrimination and implement the calls to action of the Truth and Reconciliation Commission.
- **Municipal Government Act** empowers The City to provide responsible and accountable local governance to create and sustain safe and viable communities.
- **Alberta’s Anti-Racism Action Plan** is a roadmap for taking meaningful action to address racism.
- **Alberta Bill of Rights** recognizes rights and freedoms of Albertans and states that the law needs to operate in a way that protects everyone without discrimination on any protected ground.
- **Alberta Human Rights Act** ensures that all Albertans are offered an equal opportunity to earn a living, find a place to live, and enjoy services customarily available to the public without discrimination.
- **Alberta Occupational Health and Safety Act** establishes minimum standards for safe and healthy practices in Alberta workplaces. Acts of discrimination, such as racism, constitute harassment and a workplace hazard.
- **The Canadian Charter of Rights and Freedoms** (Section 15 [2]) - any law, program or activity that is designed to mitigate the conditions of disadvantaged individuals or groups including race or skin color, is not discriminatory.

# Different Ways of Doing and Relating

*Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan 2023- 2027* was developed using a Human-Centred Design Approach<sup>1</sup>. This approach involved empathetic listening, building on a series of engagements and collaborations, and centring the lived and living experiences of Indigenous, Black, and diverse Racialized Calgarians, including City employees, to co-create possible solutions required for systemic anti-racism change.

Inspiration, ideation, prototyping, and implementation are processes of the Human-Centred Design Approach that informed the development of this Strategic Plan.



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<sup>1</sup> Tim Brown & Jocelyn Wyatt (2010). Design Thinking for Social Innovation. *Stanford Social Innovation Review* Winter 2010.

Our commitment and actions to address systemic racism and foster change to become an anti-racist corporation have been concentrated around three spheres of public life:

1

### **Systemic changes that impact Calgarians**

Systemic changes that impact Calgarians entail creating of community-driven solutions to address racial inequities and barriers to accessing City's programs, services, and policies. The creation of these solutions will take place through collaboration with the community and the Anti-Racism Action Committee. A *Community Anti-Racism Action Strategy* was developed, and highlights the need for The City to steward, partner with, and amplify positive anti-racist outcomes in the community. This happens by increasing:

- Accessibility to City programs, services, and policies for all community members
- Responsiveness of The City in adapting and developing programs, services, and policies that are fully accessible
- Representation of Indigenous, Black, and diverse Racialized peoples in the creation and delivery of City programs, services, and policies
- Accountability and participatory impact-focused governance

This work will be done in alliance with community partners, organizations, and The City of Calgary Anti-Racism Program Team to address systemic barriers when accessing programs and services. All City services and programs need to be an inclusive reflection of the diverse people who comprise Calgary.

2

### **Systemic changes that impact City of Calgary employees**

Systemic changes that affect City of Calgary employees focus on addressing systemic racial inequities within The City of Calgary's programs, services, policies, and practices, negatively impacting Indigenous, Black, and diverse Racialized employees. The high-level preliminary assessment indicated the presence of racism in The City, including:

- Fear of retaliation or complicity
- Potential for bias in talent attraction, recruitment, hiring, and career progression
- Perceived lack of leadership commitment to anti-racism
- The need for anti-racism training and resources
- Desire to have safe spaces for open conversations around race and racism

*The Organizational Anti-Racism Action Strategy* indicates that racial equity can be achieved by 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.

3

### **Systemic changes that impact public safety, order, dignity, and peace for the community and employees**

Public safety, order, dignity, and peace for the community and employees means addressing systemic racism and racialization in public safety. This includes municipal enforcement and the delivery of racially safe City programs and services.



*The Public Safety Anti-Racism Action Strategy* shows the need to examine and revise policies, bylaws, and legislations that regulate behaviours, statements, or decisions that cause or sustain racism and racialization and their links to the Charter of Rights and Freedoms and the Alberta Human Rights Act. This also entails prioritizing prevention, protection against profiling, accountability, standards for codes of behaviour, and education and training to create anti-racist environments.

**The five focus areas in the *Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan 2023-2027* were identified through the themes and levers that emerged from The City of Calgary Community Anti-Racism Action Strategy, The City of Calgary Organizational Anti-Racism Action Strategy, and The City of Calgary Public Safety Anti-Racism Action Strategy.**

## Systemic changes that impact:



## Impact on Public Safety

Mauniva is a 16-year-old girl from a Racialized community. She took the bus to school every day and often, she experienced racial harassment, microaggressions, and stereotypical judgments from other passengers because of her racial identity.

Mauniva's parents were lawyers in their country of origin, but they couldn't find such jobs in Canada. They had to struggle to make ends meet for their family. Mauniva felt like an outsider in Calgary, despite being born here. She felt the weight of racial inequities and discrimination that she and her family faced in the education, employment, and public transit systems.

Mauniva didn't share her struggles with her parents, not wanting to add to their heavy burden. She tried to keep up a brave face and continued her day-to-day life. One day, on her bus ride to school, Mauniva witnessed a fellow passenger being subjected to racist comments and insults. She saw the fear and sadness in the woman's eyes and knew she couldn't stay silent anymore. Mauniva stood up and spoke out against the harassment, defending the woman and calling out the perpetrators. However, no one else spoke up.

Mauniva felt so alone, and the constant discrimination and hostility took a toll on her. She knew that it would take a collective effort to create lasting change. She felt overwhelmed and hopeless about the future, wondering if things would improve.

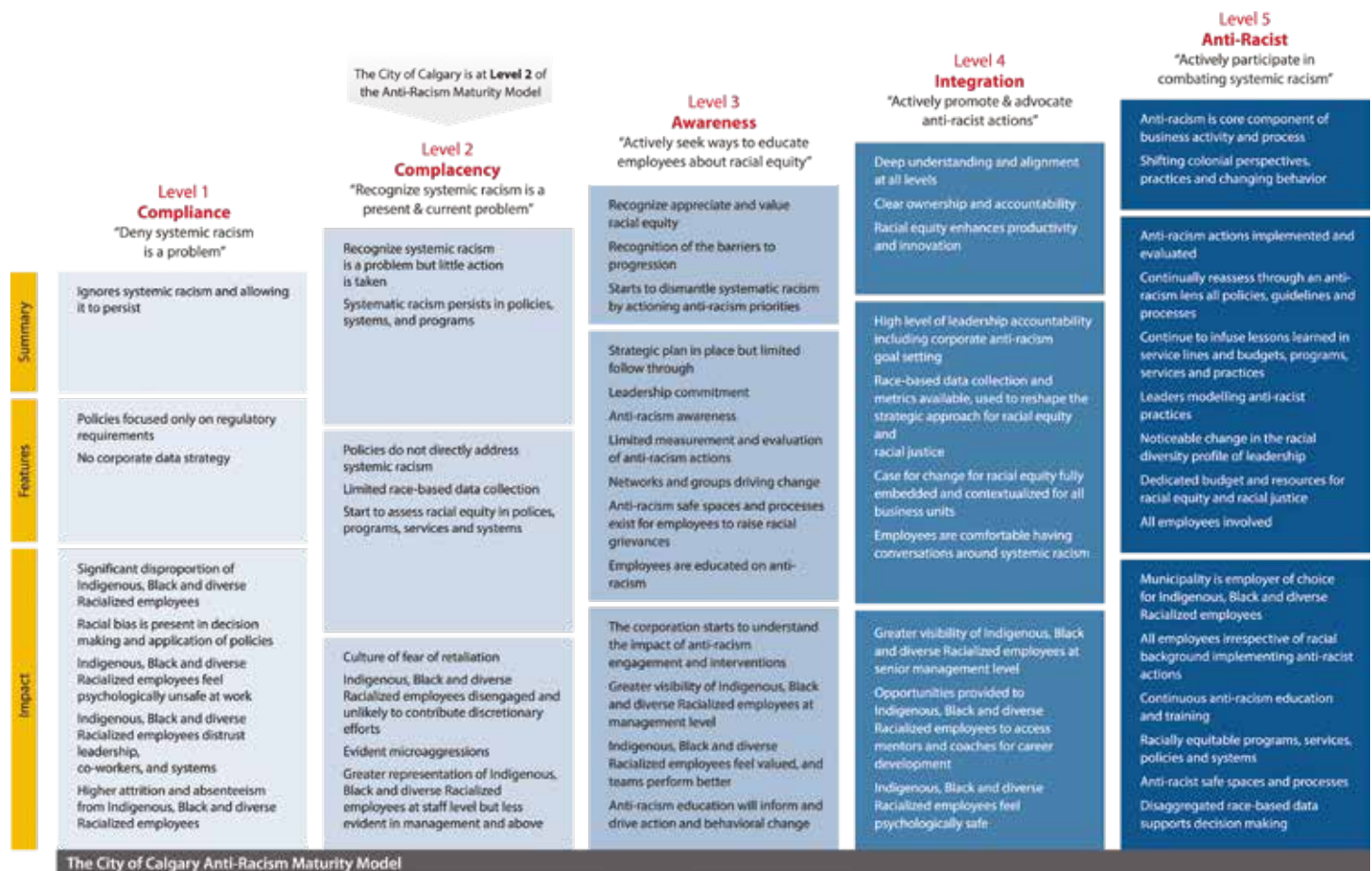
Mauniva's story highlights the mental and emotional effects of racism and the critical need for collective action.

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The name in this story has been changed to protect the identity of the individual.

# Towards a Racially-Just City

The journey of becoming a racially-just City takes us through various maturation levels, as described in the Anti-Racism Maturity Model below. In 2021, a high-level organization-wide racial equity assessment indicated that The City of Calgary is at Level 2 of the Anti-Racism Maturity Model. The desire is to be at Level 5. As part of moving towards Level 5 of the Anti-Racism Maturity Model, the corporation will continue to action anti-racism recommendations. [Click here](#) for the maturity model.





# Impact on Community

Five-year-old Jerome had just started kindergarten and was excited to make new friends and learn new things. Jerome's parents, both Black, were delighted to enroll him in what they believed was a diverse and inclusive school. However, their excitement quickly turned to concern when Jerome came home one day, distraught and confused about his skin colour.

Jerome had been playing with a group of boys, one of whom had made a racist comment about not wanting "brown people" sitting next to him. Jerome's innocence and naivety made it difficult for him to understand why his skin colour was suddenly deemed problematic, and he was deeply hurt by the experience.

When Jerome's parents brought the incident to the attention of the school's administration, they were met with a cookie-cutter "anti-racism" response that offered no recourse for the offending child or their family. The school's teachers were also not trained to handle the situation. Their attempts to solve the problem further victimize Jerome and invalidate his experiences.

Jerome's parents became increasingly frustrated with the school's lack of action and silence, as time passed. They soon discovered another racially motivated incident had occurred, and Jerome was once again feeling hurt and unsupported. This time, his parents decided that enough was enough and withdrew him from the school.

Though it has been years since these incidents occurred, the impact on Jerome's self-esteem and well-being still lingers. He sometimes speaks angrily about the school and the children who hurt him. His parents realized he needed professional psychological help to heal from the racial trauma he experienced at the school.

Jerome's story highlights the negative impact of inactions and lack of anti-racism education/racial trauma competencies on the lives of Racialized children and families.

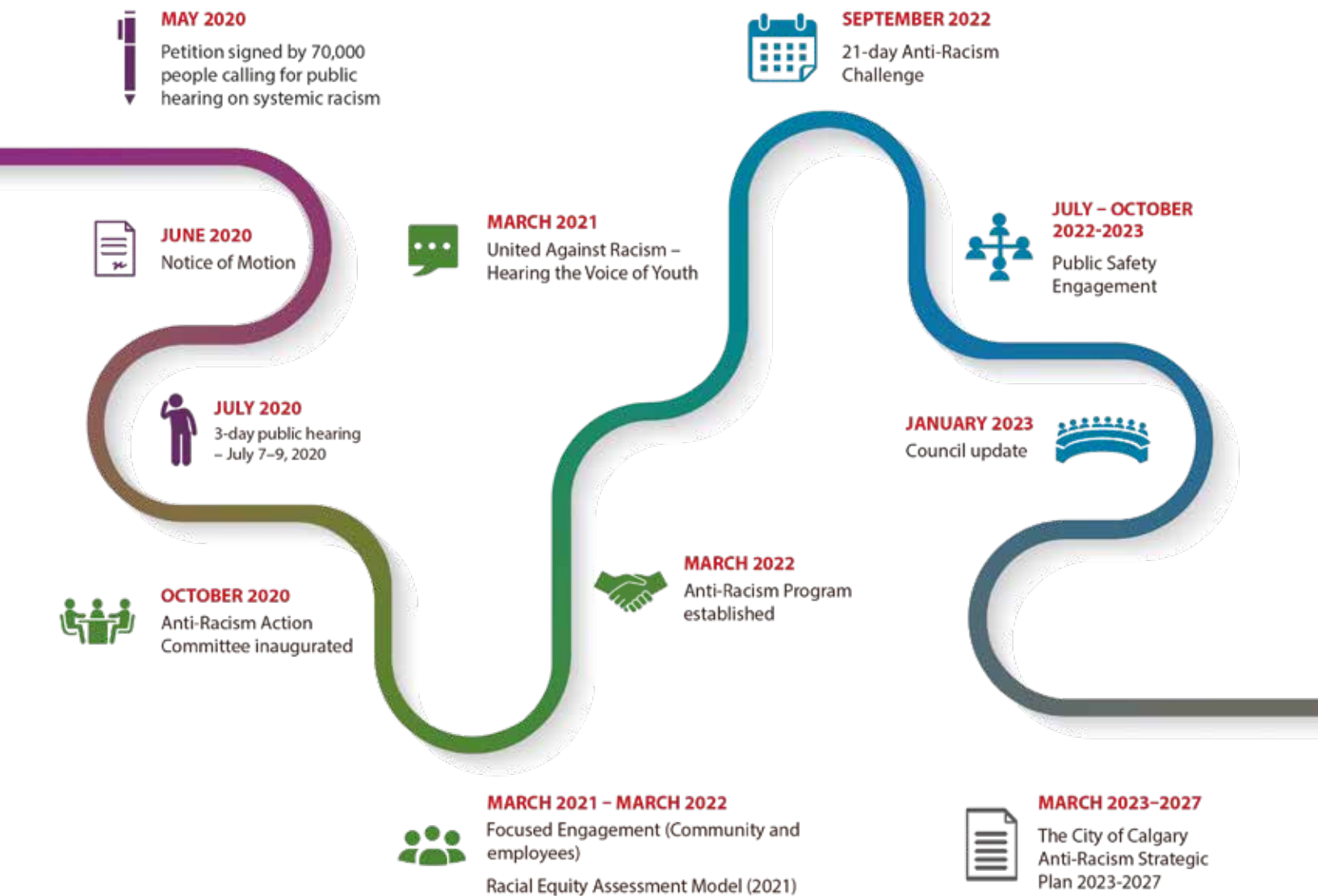
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The name in this story has been changed to protect the identity of the individual.



# Critical Milestones (The Journey)

Weaving collective stories and experiences of the impact of systemic racism has demonstrated the need for The City of Calgary to deepen its commitment to become an anti-racist organization. The process of becoming an anti-racist organization has been a journey that involved call to action, learning, relearning, unlearning and engagement. Below are some key events and achievements:



# Taking Accountability for Racial Justice

Implementing and evaluating anti-racism actions for accountability has been a major concern in racial justice conversations. As part of its commitment to racial justice, The City will measure, evaluate and share the progress of the Strategic Plan with all interested parties to ensure transparency, build trust and demonstrate accountability. It is important to note that shared accountability among interested parties is vital for advancing racial equity and racial justice.

**Individual accountability:** Employees and community members participate in anti-racism education, learning and development initiatives.

**Department and business unit accountability:** City organizational units implement anti-racism strategic actions.

**Leadership accountability:** City leadership champion and lead the advancement of racial justice including allocating funding and resources across the organization.

**Collective accountability:** City Administration, employees, community members, and other interested parties demonstrate shared effort and take actions to advance racial justice.

Accountability will include yearly reporting, updates and communication on progress made to Council, community and employees.

Headline measures have been identified to monitor the performance of the five focus areas. These performance measures align with the City's Results-Based Accountability™ framework for performance measurement. However, for racial justice accountability, lived and living experiences of Indigenous, Black and diverse Racialized Peoples will be centred in data collection, analysis, evaluation and reporting. The results of the performance measures will be segmented by the relevant audiences.

The table below depicts the customization of Results-Based Accountability™ in the City's journey to become an anti-racist organization:

Results-Based Accountability™	Accountability for Racial Justice
<b>How much did you do?</b>	How much did we do to address systemic racism?
<b>How well did you do it?</b>	How well did we address systemic racism?
<b>Is anyone better off?</b>	Are the lives of Indigenous, Black and diverse Racialized Peoples (community and staff) better off through City's programs, services, policies and systems?





Focus Area 1

**Develop and Implement Anti-Racism Education and Training**



## Focus Area 1

# Develop and Implement Anti-Racism Education and Training

### Objectives

- To create common language and shared understanding of anti-racism vocabulary
- To increase awareness of systemic racism and its impact
- To create targeted learning resources, tools and awareness on Anti-Indigenous Racism, Anti-Black Racism, Anti-Asian Racism, Hinduphobia, Antisemitism, Islamophobia, and other forms of racialization

### Strategic Actions

#### Systemic changes that impact community

- 1.1 Collaborate to create community anti-racism learning opportunities
- 1.2 Enhance participation in community learning opportunities
- 1.3 Increase shared understanding and common language regarding systemic racism and racial discrimination

#### Systemic changes that impact employees

- 1.4 Develop and implement mandatory anti-racism curriculum
- 1.5 Co-create customized anti-racism learning and development resources
- 1.6 Develop an accessible anti-racism resource hub

#### Systemic changes that impact public safety, dignity, order, and peace for community and employees

- 1.7 Develop and implement anti-hate learning and development curriculum
- 1.8 Review and revise public safety training through an anti-racism lens
- 1.9 Develop community learning for public awareness on impacts of hate activities and racist behaviours

#### Headline measures

- % of participants who agree they have increased awareness of anti-racism, common language, and knowledge
- % of participants who agree they have increased understanding of anti-racism
- % of participants who agree they have increased confidence in applying anti-racism learnings and skills



## Focus Area 2

### Promote and Integrate Disaggregated Race-based Data

## Focus Area 2

## Promote and Integrate Disaggregated Race-based Data

**Objectives**

- To understand how systemic racism impacts Indigenous, Black and diverse Racialized Peoples
- To identify racial inequities in programs and service delivery
- To support evidence-based decision making and transformative anti-racism initiatives

**Strategic Actions****Systemic changes that impact community**

- 2.1 Develop a disaggregated race-based data strategy
- 2.2 Collect and use disaggregated race-based data for City programs and services
- 2.3 Develop a data-sharing strategy with external partners

**Systemic changes that impact employees**

- 2.4 Develop a disaggregated race-based data framework/guideline
- 2.5 Promote a practice of race-based data collection and sharing
- 2.6 Provide consultation on the process of utilizing race-based data in the organization

**Systemic changes that impact public safety, dignity, order, and peace for community and employees**

- 2.7 Collect disaggregated race-based data on hate activities in public spaces
- 2.8 Incorporate disaggregated race-based data analysis in public safety service delivery
- 2.9 Create disaggregated race-based data framework/guideline for public safety service delivery

**Headline measures**

- % of participants who agree they have increased knowledge in utilizing race-based data for evidence-based decision-making
- % of participants who agree they have increased confidence in utilizing race-based data for evidence-based decision-making
- # of improvements made to City services as a result of implementing race-based data for evidence-based decision making.





### Focus Area 3

## **Increase Representation of Indigenous, Black, and Diverse Racialized Peoples in Positions of Leadership**

## Focus Area 3

# Increase Representation of Indigenous, Black, and Diverse Racialized Peoples in Positions of Leadership

## Objectives

- To remove barriers for Indigenous, Black, and diverse Racialized Peoples to be hired into positions of leadership
- To create coaching and mentoring opportunities for Indigenous, Black, and diverse Racialized Peoples to advance into positions of leadership
- To reflect the racial diversity of Calgary in City leadership

## Strategic Actions

### Systemic changes that impact community

- 3.1 Enhance the visibility of the Anti-Racism Action Committee and other interested parties focusing on racial justice
- 3.2 Develop a community point of connection that showcases the leadership of Indigenous, Black, and diverse Racialized Peoples
- 3.3 Establish and sustain reciprocal relationships with Indigenous, Black, and diverse Racialized community leaders

### Systemic changes that impact employees

- 3.4 Support and co-develop racially equitable talent management practices
- 3.5 Increase leadership mentor opportunities for Indigenous, Black, and diverse Racialized employees to advance in positions
- 3.6 Utilize disaggregated race-based data to inform hiring and promotion into positions of leadership

### Systemic changes that impact public safety, dignity, order, and peace for community and employees

- 3.7 Champion the recruitment and retention of Indigenous, Black, and diverse Racialized Peoples in public safety senior management positions
- 3.8 Ensure Indigenous, Black, and diverse Racialized Peoples have leadership roles in the Anti-hate Working Group
- 3.9 Use disaggregated race-based data to monitor and track racially diverse representation in public safety senior leadership positions

### Headline measures

- % of Indigenous, Black, and diverse Racialized peoples represented in leadership mentoring programs
- % of Indigenous, Black and diverse Racialized peoples represented in leadership roles
- # of outreach activities on platforms accessible by Indigenous, Black, and diverse Racialized Peoples





## Focus Area 4

# **Develop, Promote and Deliver Racially Equitable Programs, Services, Policies and Systems**



## Focus Area 4

## Develop, Promote and Deliver Racially Equitable Programs, Services, Policies and Systems

### Objectives

- To increase accessibility to services and programs for Indigenous, Black, and diverse Racialized Peoples
- To review and update policies, processes, and guidelines through an anti-racism lens
- To remove structural barriers caused by systemic racism

### Strategic Actions

#### Systemic changes that impact community

- 4.1 Co-develop and implement accountability frameworks for City services with interested parties
- 4.2 Co-create and pilot 311 anti-racism service requests
- 4.3 Increase awareness of City services and community opportunities through non-traditional approaches and integrate more language translation

#### Systemic changes that impact employees

- 4.4 Conduct a City of Calgary racial equity assessment of programs, services, policies, strategies, and processes
- 4.5 Develop an anti-racism policy review tool and process
- 4.6 Develop and integrate a racial equity impact assessment tool

#### Systemic changes that impact public safety, dignity, order, and peace for community and employees

- 4.7 Co-develop public safety service delivery that promotes public order, public peace, and public dignity
- 4.8 Create practices and guidelines to support racially equitable and fair protection for public safety enforcers, first responders, social service providers and members of the public
- 4.9 Co-design policies, bylaws, and procedures that promote hate-free environments

#### Headline measures

- % of business units that have completed the racial equity assessment
- % of Indigenous, Black, and diverse Racialized Calgarians who agree that The City delivers programs and services that remove barriers for participation (survey of Calgarians)
- # of policies, bylaws, processes, procedures, and guidelines reviewed and amended to increase racially equitable and fair public safety service delivery



**Blanket circle in the Safe space** on the 11th floor, Municipal building, Calgary.

## Focus Area 5

### Create Anti-Racist Safe Spaces and Processes



## Focus Area 5

## Create Anti-Racist Safe Spaces and Processes

## Objectives

- To create racism-free public spaces for Indigenous, Black, and diverse Racialized Peoples
- To enhance Indigenous, Black, and diverse Racialized employees' psychological, mental, emotional, and physical health
- To create tools, processes, guidelines, and policies focused on public peace, public dignity, and public order

## Strategic Actions

**Systemic changes that impact community**

- 5.1 Support community organizations that promote racism-free communities
- 5.2 Develop an anti-racist community investment accountability framework
- 5.3 Adopt a community organization network approach that promotes transformative engagement

**Systemic changes that impact employees**

- 5.4 Create an anti-racism policy and statement
- 5.5 Create anti-racism psychologically safe processes and spaces
- 5.6 Ensure racially-informed trauma and mental health resources are available

**Systemic changes that impact public safety, dignity, order, and peace for community and employees**

- 5.7 Develop analytical procedures to create racially equitable public space designs
- 5.8 Create practices and guidelines to enhance racially responsive officer-citizen interactions
- 5.9 Create an anti-hate response model to combat hate and provide support for victims of hate

**Headline measures**

- % of Indigenous, Black, and diverse Racialized Calgarians who feel safe in City facilities and spaces
- Mental health index disaggregated by race in the corporate employee survey
- Inclusion index disaggregated by race in the corporate employee survey



# Pathway to Dismantling Systemic Racism

*Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan 2023-2027* is a critical milestone in the City's journey to becoming an anti-racist organization. This blueprint is Calgary's compass in applying an anti-colonial/anti-racism lens to remove racial injustices and systemic racism from our programs, services, and policies. We are well on our way, and for the next five years, we will focus on achieving transformative changes through anti-racism education; integration of disaggregated race-based data for decision-making; increased representation of Indigenous, Black, and diverse Racialized Peoples in positions of leadership; delivering racially equitable programs, services, policies and systems and creating anti-racist safe spaces and processes.

Throughout the implementation of the Strategic Plan, we will continue to centre the lived and living experiences of Indigenous, Black, and diverse Racialized Peoples to fulfill the City's commitment to advancing racial equity and racial justice.

***Now is the time for the City of Calgary to put into action the promise of dismantling systemic racism.***



# 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.

**Antisemitism** is hostility and discrimination towards Jews as a religious and racial group.

**Anti-Asian Racism** is racism against people of Asian descent characterized by negative stereotyping, racial discrimination, hate, and racial injustices. This is often based on assumptions about their ethnicity and nationality.

**Anti-Black Racism** is racism against Black people and is deeply rooted in the history of enslavement and colonization.

**Anti-Indigenous Racism** is the lived and living experiences of Indigenous Peoples in Canada manifested as racial discrimination, oppression, and injustices.

**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.

**Hate** is intense dislike towards individuals and groups, which leads to extreme aversion or hostility.

**Hinduphobia** is prejudice, fear, hatred, destructive and derogatory behaviours towards Hindus and Hinduism.

**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.

**Intersectionality** is when different social identities, such as race, gender, class, and religion, work together to shape individual or group experiences of discrimination and oppression.

**Islamophobia** is prejudice, fear, and hatred of Muslims and the religion of Islam. It is motivated by institutional, ideological, political, and religious hostility that transcends into structural and cultural racism.

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

**Public Safety** is the maintenance of public order focusing on ensuring individual security, especially for persons liable to be victims of racially motivated attacks or aggression in discriminatory situations.

**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”.

**Racial Equity** is when racial identity does not predict one’s social, economic, and political opportunities and outcomes. It involves eliminating policies, practices, and systems that enable racial disparities.

**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.

**Racism** is a social construct that individuals belonging to a specific race are inherently superior to other races. This is often reflected in power dominance, unequal privilege, and how people treat each other. This racially inspired unequal treatment is sustained by individual behaviours and attitudes as well as systems of governance that work together to maintain the status quo.

**Recent Immigrant** is a person who obtained a landed immigrant or permanent resident status for up to five years of living in Canada.

**Systemic Racism** is a structured system that equips a racial group with the 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.

**Truth and Reconciliation** is to share and honor the history and authentic experiences of the Indigenous community and to establish mutually respectful relationships between Indigenous and non-Indigenous people.



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



The difference between the  
IMPOSSIBLE AND THE  
**POSSIBLE**  
lies in the person's *determination*  
Tony Laurie