

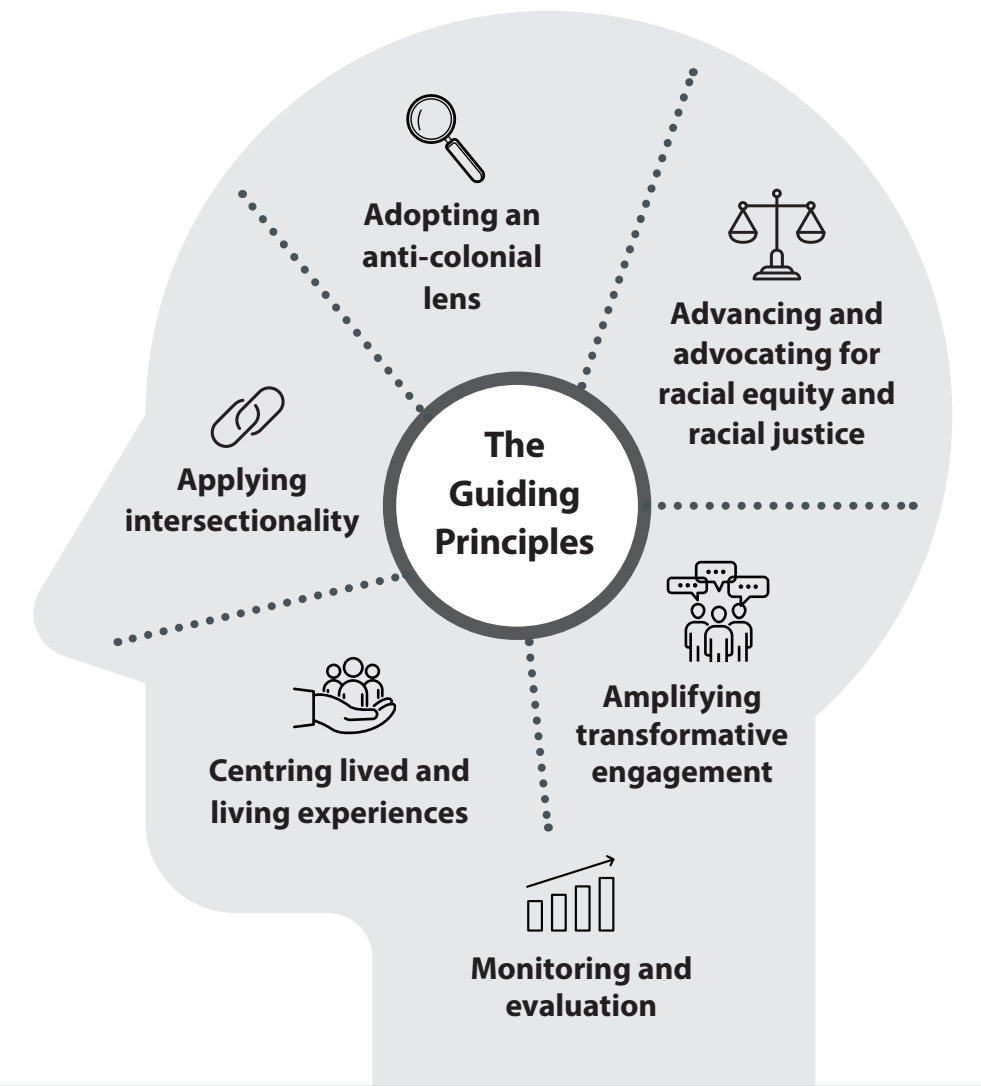
# Dismantling Systemic Racism, Transforming Lives:

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

**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.



Systemic Changes that Impact:		Community
Public Safety, Dignity, Order & Peace for Community and Employees	Community	<ul style="list-style-type: none"> <li>Collaborate to create community anti-racism learning opportunities</li> <li>Enhance participation in community learning opportunities</li> <li>Increase shared understanding and common language regarding systemic racism and racial discrimination</li> </ul>
	Employees	<ul style="list-style-type: none"> <li>Develop and implement mandatory anti-racism curriculum</li> <li>Co-create customized anti-racism learning and development resources</li> <li>Develop an accessible anti-racism resource hub</li> </ul>
	Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> <li>Develop and implement anti-hate learning and development curriculum</li> <li>Review and revise public safety training through an anti-racism lens</li> <li>Develop community learning for public awareness on impacts of hate activities and racist behaviours</li> </ul>
		<b>DESIRED RESULTS:</b> Increased anti-racism awareness, knowledge, and skills



Systemic Changes that Impact:		Community
Public Safety, Dignity, Order & Peace for Community and Employees	Community	<ul style="list-style-type: none"> <li>Develop a disaggregated race-based data strategy</li> <li>Collect and use disaggregated race-based data for City programs and services</li> <li>Develop a data-sharing strategy with external partners</li> </ul>
	Employees	<ul style="list-style-type: none"> <li>Develop a disaggregated race-based data framework/guideline</li> <li>Promote a practice of race-based data collection and sharing</li> <li>Provide consultation on the process of utilizing race-based data in the organization</li> </ul>
	Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> <li>Collect disaggregated race-based data on hate activities in public spaces</li> <li>Incorporate disaggregated race-based data analysis in public safety service delivery</li> <li>Create disaggregated race-based data framework/guideline for public safety service delivery</li> </ul>
		<b>DESIRED RESULTS:</b> Disaggregated race-based data for evidence-based decision making



Systemic Changes that Impact:		Community
Public Safety, Dignity, Order & Peace for Community and Employees	Community	<ul style="list-style-type: none"> <li>Enhance the visibility of the Anti-Racism Action Committee and other interested parties focusing on racial justice</li> <li>Develop a community point of connection that showcases the leadership of Indigenous, Black, and diverse Racialized Peoples</li> <li>Establish and sustain reciprocal relationships with Indigenous, Black, and diverse Racialized community leaders</li> </ul>
	Employees	<ul style="list-style-type: none"> <li>Support and co-develop racially equitable talent management practices</li> <li>Increase leadership mentorship opportunities for Indigenous, Black, and diverse Racialized employees to advance in positions of leadership</li> <li>Utilize disaggregated race-based data to inform hiring and promotion into positions of leadership</li> </ul>
	Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> <li>Champion the recruitment and retention of Indigenous, Black and diverse Racialized Peoples in public safety senior management positions</li> <li>Ensure Indigenous, Black, and diverse Racialized Peoples have leadership roles in the Anti-hate Working Group</li> <li>Use disaggregated race-based data to monitor and track racially diverse representation in public safety senior leadership positions</li> </ul>
		<b>DESIRED RESULTS:</b> Increased representation of Indigenous, Black, and diverse Racialized Peoples in leadership roles in positions of leaderships.



Systemic Changes that Impact:		Community
Public Safety, Dignity, Order & Peace for Community and Employees	Community	<ul style="list-style-type: none"> <li>Support community organizations that promote racism-free communities</li> <li>Develop an anti-racism community investment accountability framework</li> <li>Adopt a community organization network approach that promotes transformative engagement</li> </ul>
	Employees	<ul style="list-style-type: none"> <li>Create an anti-racism policy and statement</li> <li>Create anti-racism psychologically safe processes and spaces</li> <li>Ensure racially-informed trauma and mental health resources are available</li> </ul>
	Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> <li>Develop analytical procedures to create racially equitable public spaces designs</li> <li>Create practices and guidelines to enhance racially responsive officer-citizen interactions</li> <li>Create an anti-hate response model to combat hate and provide supports for victims of hate</li> </ul>
		<b>DESIRED RESULTS:</b> Anti-racist safe spaces and processes



Systemic Changes that Impact:		Community
Public Safety, Dignity, Order & Peace for Community and Employees	Community	<ul style="list-style-type: none"> <li>Co-develop and implement accountability frameworks for City services with interested parties</li> <li>Co-create and pilot 311 anti-racism service requests</li> <li>Increase awareness of City services and community opportunities through non-traditional approaches and integrate more language translation</li> </ul>
	Employees	<ul style="list-style-type: none"> <li>Conduct a City of Calgary racial equity assessment of programs, services, policies, strategies, and processes</li> <li>Develop an anti-racism policy review tool and process</li> <li>Develop and integrate a racial equity impact assessment tool</li> </ul>
	Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> <li>Co-develop public safety service delivery that promotes public order, public peace, and public dignity</li> <li>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</li> <li>Co-design policies, bylaws, and procedures that promote hate-free environments</li> </ul>
		<b>DESIRED RESULTS:</b> Racially equitable programs, services, policies, and systems

