

The City of Calgary Anti-Racism Program

Preliminary Racial Equity Assessment

Context

The City of Calgary committed to becoming an anti-racist organization. As part of this commitment, a high-level organization wide racial equity assessment was conducted to inform the development of the Racial Equity Assessment Model.

High-Level Summary of Findings

A high-level summary of the preliminary assessment include:

- **Indication of the presence of racism at The City:** some City employees indicated that they had either experienced, witnessed, or been told about a racist incident at The City.
- **Indication of fear for retaliation or complicity:** there is hesitancy to raise racial issues with Human Resources and leadership, whether personally experienced or witnessed, due to a lack of trust.
- **Potential for bias in talent attraction, recruitment, hiring, and career progression:** leaders and employees feel that there are not as many opportunities for Indigenous, Black and diverse Racialized employees compared to White employees. In addition, leaders and employees felt that there were more barriers of upward mobility for these groups as well.
- **Leadership's commitment to anti-racism:** staff expressed doubt about leaderships' commitment and accountability. There were questions as to whether this effort would be perceived as performative ("lip service") if there is no leadership accountability to take action and hold people accountable.
- **Anti-racism training and resources:** additional support was requested for employees and leaders to be educated and equipped to drive an anti-racist culture.
- **A desire to have safe spaces for open conversations around race and racism:** both leaders and employees want to have the psychological safety and comfort to discuss race, racism, and share lived experiences.

Racial Equity Assessment Model

The Racial Equity Assessment Model is based on seven standards, and 32 criteria. The Racial Equity Assessment Model outlines key racial equity criteria to investigate and assess racial inequities and establish the current state of racial equity in The City.

Preliminary Priority Map

Based on analysis of the data collected through the Internal Organization Assessment, external research Ernest & Young conducted, consultation with internal and external subject matter experts, and best practices, the following preliminary priority map was developed, categorizing the Model criteria into high priority, foundational, moderate, and low priority areas.

CORE COMPONENTS ANTI-RACISM	YOUR TALENT	YOUR BUSINESS	YOUR PEOPLE	YOUR LEADERSHIP	YOUR RELATIONSHIPS	REVIEW & MEASUREMENT
Anti-racist culture	Talent attraction	Strategy	Avenues for employee input	Commitment & accountability	External relationships & Corporate Social Responsibility	Racial equity pay gap
Racially equitable policies & practices	Recruitment & onboarding	Racial justice		Anti-racist leadership	Supplier relationships	Data collection & analysis
Engagement survey	Performance development processes	Business case for anti-racism change	Psychological health & wellbeing	Senior level scrutiny	Customer insight	Racial equity action planning & implementation
Anti-racism training & education	Career progression	Governance	Flexible work policy & practices	Middle management	Municipal sector insights & regulations	Ongoing review & monitoring
Communicating our journey	Learning & professional development	Setting priorities		Human rights & oppressive labour practices	Evaluation & measuring impact	

- High priority area - need to address in the next year
- Foundational priority area - should address in the next year
- Moderate priority area - should address in the next 2 years
- Low priority area - should address in the next 3+ years

Next Step

The City of Calgary will use the Racial Equity Assessment Model to conduct a comprehensive racial equity assessment of the organization. This tool will be used to examine and assess the organization’s culture, policies, programs, and practices and will be implemented in Quarter 2 2024 to provide the organization the current state of racial equity and where improvements are needed.