



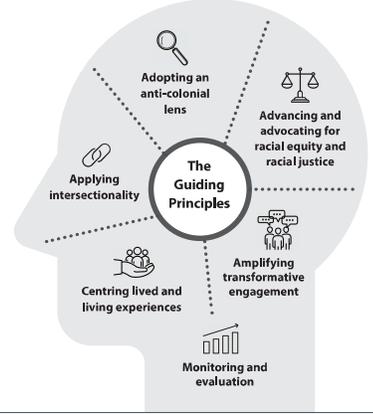
Dismantling Systemic Racism, Transforming Lives:

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.



FOCUS AREA 1 Develop and Implement Anti-Racism Education and Training	
Systemic Changes that Impact:	<ul style="list-style-type: none"> Collaborate to create community anti-racism learning opportunities Enhance participation in community learning opportunities Increase shared understanding and common language regarding systemic racism and racial discrimination
Community	
Employees	<ul style="list-style-type: none"> Develop and implement mandatory anti-racism curriculum Co-create customized anti-racism learning and development resources Develop an accessible anti-racism resource hub
Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> Develop and implement anti-hate learning and development curriculum Review and revise public safety training through an anti-racism lens Develop community learning for public awareness on impacts of hate activities and racist behaviours
<p>DESIRED RESULTS: Increased anti-racism awareness, knowledge, and skills</p>	

FOCUS AREA 2 Promote and Integrate Disaggregated Race-based Data	
Systemic Changes that Impact:	<ul style="list-style-type: none"> Develop a disaggregated race-based data strategy Collect and use disaggregated race-based data for City programs and services Develop a data-sharing strategy with external partners
Community	
Employees	<ul style="list-style-type: none"> Develop a disaggregated race-based data framework/guideline Promote a practice of race-based data collection and sharing Provide consultation on the process of utilizing race-based data in the organization
Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> Collect disaggregated race-based data on hate activities in public spaces Incorporate disaggregated race-based data analysis in public safety service delivery Create disaggregated race-based data framework/guideline for public safety service delivery
<p>DESIRED RESULTS: Disaggregated race-based data for evidence-based decision making</p>	

FOCUS AREA 3 Increase Representation of Indigenous, Black and Diverse Racialized Peoples in Positions of Leadership	
Systemic Changes that Impact:	<ul style="list-style-type: none"> Enhance the visibility of the Anti-Racism Action Committee and other interested parties focusing on racial justice Develop a community point of connection that showcases the leadership of Indigenous, Black, and diverse Racialized Peoples Establish and sustain reciprocal relationships with Indigenous, Black, and diverse Racialized community leaders
Community	
Employees	<ul style="list-style-type: none"> Support and co-develop racially equitable talent management practices Increase leadership mentorship opportunities for Indigenous, Black, and diverse Racialized employees to advance in positions of leadership Utilize disaggregated race-based data to inform hiring and promotion into positions of leadership
Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> Champion the recruitment and retention of Indigenous, Black and diverse Racialized Peoples in public safety senior management positions Ensure Indigenous, Black, and diverse Racialized Peoples have leadership roles in the Anti-Hate Working Group Use disaggregated race-based data to monitor and track racially diverse representation in public safety senior leadership positions
<p>DESIRED RESULTS: Increased representation of Indigenous, Black, and diverse Racialized Peoples in leadership roles in positions of leaderships.</p>	

FOCUS AREA 4 Develop, Promote and Deliver Racially Equitable Programs, Services, Policies, and Systems	
Systemic Changes that Impact:	<ul style="list-style-type: none"> Co-develop and implement accountability frameworks for City services with interested parties Co-create and pilot 311 anti-racism service requests Increase awareness of City services and community opportunities through non-traditional approaches and integrate more language translation
Community	
Employees	<ul style="list-style-type: none"> Conduct a City of Calgary racial equity assessment of programs, services, policies, strategies, and processes Develop an anti-racism policy review tool and process Develop and integrate a racial equity impact assessment tool
Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> Co-develop public safety service delivery that promotes public order, public peace, and public dignity 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 Co-design policies, bylaws, and procedures that promote hate-free environments
<p>DESIRED RESULTS: Racially equitable programs, services, policies, and systems</p>	

FOCUS AREA 5 Create Anti-Racist Safe Spaces and Processes	
Systemic Changes that Impact:	<ul style="list-style-type: none"> Support community organizations that promote racism-free communities Develop an anti-racist community investment accountability framework Adopt a community organization network approach that promotes transformative engagement
Community	
Employees	<ul style="list-style-type: none"> Create an anti-racism policy and statement Create anti-racism psychologically safe processes and spaces Ensure racially-informed trauma and mental health resources are available
Public Safety, Dignity, Order & Peace for Community and Employees	<ul style="list-style-type: none"> Develop analytical procedures to create racially equitable public spaces designs Create practices and guidelines to enhance racially responsive officer-citizen interactions Create an anti-hate response model to combat hate and provide supports for victims of hate
<p>DESIRED RESULTS: Anti-racist safe spaces and processes</p>	