Report to Strategic Priorities and Policy Committee

To: **Chair and Members**
            Strategic Priorities and Policy Committee
From: **Lynne Livingstone, City Manager**
Subject: **Anti-Racism and Anti-Oppression Framework**
Date: **September 20, 2022**

Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to the new Anti-Racism and Anti-Oppression Framework:

a) the above-noted Framework, as outlined in the staff report dated September 20, 2022, BE ENDORSED; and

b) the Civic Administration BE DIRECTED to undertake the necessary steps to implement the Framework.

Executive Summary

In 2020, Municipal Council affirmed its commitment to helping eradicate racism and oppression in all its forms and directed Civic Administration to develop a single Anti-Racism and Anti-Oppression tool that encompassed all aspects of intersectionality that accompany its use, including the systems and supports in place to ensure active and meaningful use of the tool in all aspects of our work.

This report introduces the City of London's Anti-Racism and Anti-Oppression Framework. The Framework supports the Corporation by embedding the principles of equity and inclusion in all aspects of our work, from design to implementation of corporate policies, procedures, programs, projects, plans, services, budgets, and decisions. It contains several components, including our commitments, overarching guiding principles, a shared understanding, an equity tool, and a reflection tool. Supporting documents are also available to staff including Fact Sheets on equity-deserving groups to help integrate data about equity-deserving groups. The equity tool is designed to provide a road map to identifying and eliminating barriers to inclusion. The tool has been piloted with four City projects and the feedback provided was integrated into the Framework.

The equity tool is primarily intended for use by Civic Administration, community partners, consultants, and businesses providing services in conjunction with or on behalf of the City of London. As the tool is implemented across the Corporation, Council can expect staff reports and recommendations to report on the equity considerations which emerged as result of using the tool. Councillors and Council as a whole can then make equity-informed decisions. As well, there will be an increased alignment between Council's commitment to eradicating racism and oppression and the actions required to ensure that outcome. The Framework will also be shared with the City of London's Agencies, Boards, and Commissions, who will be encouraged to implement it, or a similar tool, to align our community's efforts towards creating a more inclusive city.

Implementation of the Anti-Racism and Anti-Oppression Framework is critical and will begin immediately enterprise-wide, with an emphasis on supporting leadership and all single points of accountability from across the organization in using, supporting, and integrating the equity tool into their work. Anti-Racism and Anti-Oppression Foundations Training and Equity Tool Training has been developed to support the use of the tool. The Anti-Racism and Anti-Oppression division will further assist in the application of the tool through coaching for staff and leadership. Service areas are currently working to identify large, multi-year enterprise-wide initiatives that will begin to use the tool. Feedback and evaluation of the Framework will continue over the course

of the next year and annually thereafter to inform future versions of this iterative document.

Linkage to the Corporate Strategic Plan

The Anti-Racism and Anti-Oppression Framework directly aligns with the City's mission, as defined in the 2019-2023 Strategic Plan, to be 'a responsive and modern public service partner that fosters change to build a better London for all' and informs every strategic area of focus, outcome, expected result and strategy of Council's Strategic Plan.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee (CSC): November 7, 2017, February 20, 2018, January 8, 2019.

Strategic Priorities and Policy Committee (SPPC): September 20, 2020.

2.0 Discussion and Considerations

2.1 Background

Since 2017, the City of London has had two tools available to employees to integrate equity into the day-to-day work of the Corporation.

The Gender Equity Lens was introduced in 2017 and was developed to help employees understand and respond to the changing composition and unique needs of women from diverse communities, backgrounds, and identities who work for the Corporation and who live and work in London. The Gender Equity Lens was intended for use by employees involved in policy development, managers, other staff as appropriate, and community partners and consultants to help employees positively promote gender equity within the Corporation's workforce and improve access to programs and services.

The Equity and Inclusion Lens was introduced in May 2019 and was based on the City of Ottawa's Equity and Inclusion Lens, with content adapted and adopted for use at the City of London. The Diversity, Inclusion and Anti-Oppression Advisory Committee and the Accessibility Advisory Committee provided input during this process. The Equity and Inclusion Lens was intended for use by everyone, including Elected Officials, City of London employees, Standing and Advisory Committees of Council, organizations providing services in conjunction with or on behalf of the City and other external organizations and community agencies. It was to be used in conjunction with the City's Gender Equity Lens, to help Civic Administration analyse the impact of policies, programs, and services on residents from diverse communities, backgrounds, and identities, and adjust policies to remove barriers and better serve the community's needs. It also asked users to consider their own identity, check their assumptions, ask about inclusion, and apply these insights into their work.

Feedback gathered on these lenses has indicated that while they are well-written documents, they have not been widely operationalized and have been ineffective. They require updating to reflect current contexts, terminology, and anti-racism and anti-oppression practices, as well as stronger systems and supports to ensure their consistent use and application across the organization.

On September 29, 2020, Municipal Council resolved that Civic Administration be directed to proceed with the recommended next steps identified in the September 22, 2020, report to the Strategic Priorities and Policy Committee, entitled 'Steps Toward Anti-Racism and Anti-Oppression at the City of London.' This direction included the

creation of a single Anti-Racism and Anti-Oppression tool that encompasses all aspects of intersectionality and the social practices that accompany its use, including the systems and supports in place to ensure active and meaningful use of the tool in all aspects of the work of Civic Administration.

2.2 Incorporation of Gender Equity into the Anti-Racism and Anti-Oppression Framework

The City of London has a very clear commitment to Creating a Safe London for Women and Girls where we have enhanced the potential for women and girls to live safe lives. This is affirmed in London's participation in the United Nations' Safe Cities and Safe Public Spaces Program, and the Safe Cities London Action Plan which holds a vision of London as "a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence."

The work undertaken by Civic Administration, through the Strategy and Innovation Division and the Anti-Racism and Anti-Oppression Division, to advance these priorities is collaborative and integrative to ensure that the intersectional inequities faced by women and girls are centred.

The intentional integration of the Gender Equity Lens into the Anti-Racism and Anti-Oppression Framework has resulted in an intersectional, applied framework and tool that deepens our commitment to addressing gender equity and equality. It ensures that the unique needs of women and girls are considered at all stages, while also considering and recognizing that discrimination and gender are interconnected and cannot be examined in isolation.

To deepen our understanding of these intersectional inequities, gender equity has been woven into the Anti-Racism and Anti-Oppression Foundations training and a Fact Sheet on the experiences of women and girls, has been created and included. This Fact Sheet provides data and information about gender equity, the gendered impacts of the COVID-19 pandemic, violence against women and girls and gender-based violence, and sexual violence and was reviewed and supported by the London Coordinating Committee to End Woman Abuse Strategic Pillar Working Group.

The work to create a city where we have enhanced the potential of women and girls to live safe lives will continue to be collaborative and guided by the tremendous expertise held in our community and the intersectional experiences of women and girls in our community.

2.3 City of London's Anti-Racism and Anti-Oppression Framework

Overview

The Anti-Racism and Anti-Oppression Framework is grounded in extensive research on equity frameworks and tools that already exist across Canada and the United States, as well as the collective expertise and experience of the Anti-Racism and Anti-Oppression Division.

One of the key findings during our research phase was the intentional use of the term 'framework' rather than 'lens.' A lens implies that it is something that you can take on and off at any time while a framework is something that actively and continuously guides all aspects of our work.

The Anti-Racism and Anti-Oppression Framework, attached as Appendix A, has been designed to support the Corporation by embedding the principles of equity and inclusion in all aspects of work, from design to implementation of corporate policies, procedures, programs, projects, plans, services, budgets, and decisions. It contains several components, including our commitments, overarching guiding principles, a shared

understanding, an equity tool, and a reflection tool. Supporting documents are also available to staff including Fact Sheets on equity-deserving groups.

Guiding Principles

Anti-racism and anti-oppression work is nuanced, difficult and ever-changing. The following principles were identified to guide the collective approach to equity work across the Corporation:

- Commitment to Truth and Reconciliation
- Intersectionality
- Trauma and Violence Informed Approach
- Curiosity
- Humility and Grace
- Discomfort
- Accountability

Equity Tool

A central component of the Framework is the equity tool. Our colonial history means that all systems, including all levels of government, have been founded on principles of racism and oppression. As a result of this legacy, individuals and groups hold biases which favour some groups over others. An equity tool is one strategic way to dismantle systemic racism and oppression. It does this by minimizing the likelihood of continued oppressive practices and ensuring that we strategically identify and remove barriers to inclusion and intentionally advance equity. It also demonstrates transparency and accountability towards improving equity for our staff and our community.

The equity tool is a series of questions designed to support the creation, revision, or implementation of a project. This could be a policy, procedure, program, service, event, budget, funding, or even a decision (called "the proposal" in the tool). The tool prompts users to consider the specific impacts of a proposal on equity-deserving groups, to consider any relevant data or information available about those impacted, to intentionally engage with those who will be most impacted, and to articulate what will be done now to improve equitable outcomes, and what will be done in the future.

Once the equity tool has been applied, users will have an opportunity to consider the impact on the process by completing a reflection tool which highlights lessons learned, possible improved outcomes on future projects, and opportunities to advocate for further systemic changes.

To support the development of the equity tool, four Corporate Service Areas participated in pilot projects which included review of a recruitment procedure, design of a front counter space renovation, consideration for a community engagement strategy, and improving direct services to clients. Staff working on pilot projects participated in the Anti-Racism and Anti-Oppression Foundations training, which includes a coaching session with a member of the Anti-Racism and Anti-Oppression Division. They then completed a training on using the equity tool. Feedback from the pilot projects was valuable and contributed to the current version of the Framework. An observation made through one of the pilot projects was that while it is never too late to apply the equity tool, it is harder and more costly to address inequities at a later stage. The tool should be used as early as possible and continue to be used at every phase of a proposal to further advance equitable outcomes.

Implementation Approach

Implementation of the Anti-Racism and Anti-Oppression Framework is critical and will begin immediately across the enterprise, with an emphasis on supporting leadership and all single points of accountability from across the organization in using, supporting, and integrating the equity tool into their work.

Prior to applying the equity tool, staff will be required to complete the Anti-Racism and Anti-Oppression Foundations Training which has been developed by the Anti-Racism and Anti-Oppression Division. This training sets the groundwork for this important work and offers foundational concepts of anti-racism and anti-oppression including a history of racism in Canada, unconscious bias, microaggressions, privilege and allyship. The training requires completion of two e-modules and a group or individual coaching session with a member of the Anti-Racism and Anti-Oppression Division to embed the learning within the role or service area of the employee.

To support the efficacy of the equity tool, an online module has also been developed which walks users through the steps and application of the equity tool. The Anti-Racism and Anti-Oppression division will further assist and support colleagues' use of the equity tool through coaching.

Anti-racism and anti-oppression work is nuanced, difficult and ever-changing. In recognizing this, the Anti-Racism and Anti-Oppression Framework is a living document that will be constantly updated and improved. During the first year of the Framework's implementation the Anti-Racism and Anti-Oppression Division will be completing a review with input from all users of the tool, Employee Resource Groups, and community advisory committees to ensure thoughtful metrics are developed and that the tool is evaluated for impact. We anticipate several enhancements in the first year of its use and will shift to an annual review in subsequent years.

To support the implementation of the Framework, additional steps will be taken to deepen our commitment and to demonstrate transparency and accountability with Council and the community. The demonstrated use of the Framework will be incorporated into reporting mechanisms including standing committee reports, Multi-Year Budget documents, including business cases, the development of the 2023-2027 Strategic Plan, and other applicable documents and processes.

Conclusion

The concepts of gender equity, racism and oppression are complex and require ongoing learning and unlearning as well as critical self-reflection. As public servants it is critical that our work supports improved and equitable outcomes for all Londoners. The Anti-Racism and Anti-Oppression Framework helps make sure that we are embedding the principles of equity and inclusion in all aspects of our work and will allow us to take important steps forward to deliver on our commitment to ending systemic racism and oppression.

Prepared and submitted by: **Rumina Morris, Director, Anti-Racism and Anti-Oppression**

Prepared and submitted by: **Rosanna Wilcox, Director, Strategy and Innovation**

Recommended by: **Lynne Livingstone, City Manager**

The City of London has acknowledged that systemic racism and oppression exist within our Corporation and our community. The formation of the Anti-Racism and Anti-Oppression Division is a direct result of that acknowledgement.

Anti-Racism and Anti-Oppression **Framework**

2022

Land Acknowledgement

We acknowledge that the City of London is on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run) peoples. We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunnee.

The three Indigenous Nations that are neighbours to London are the Chippewas of the Thames First Nation; Oneida Nation of the Thames; and the Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures, and customs.

Message from the City Manager

I am very pleased that the Anti-Racism and Anti-Oppression Framework has been completed. This is an important tool that will help set the foundation for enterprise-wide efforts to eliminate barriers and remove systemic practices that disadvantage individuals and groups in any way. It requires each of us to ask questions and to reflect on the many ways the work we do impacts all Londoners. It also requires each of us to be intentional in our desire to embed the principles of equity and inclusion in all we do.

As we apply this tool, it will be up to each of us to learn new ways of working. It will also mean rethinking and unlearning practices that have created barriers for equity-deserving people and groups in our community and within our organization. I am asking each of you to be persistent and to be relentless as you start to apply this tool to the work you do. Through your commitment, we will make impactful changes.

As City Manager, I want to express my personal commitment to this Framework. Living the principles of equity and inclusion is a priority for me, and it is a priority for all members of the senior leadership team. Through this Framework, my firm belief is that better solutions will come. These solutions will be even more thoughtful. They will consider the needs of all. And they will be inspired by what we learn.

Thank you to everyone who has been part of the work that brought this framework forward. And thank you to each of you for the many ways you will apply this tool to make our collective efforts better for all.

Message from Director, Anti-Racism and Anti-Oppression

Being invited to join the City of London's efforts to eradicate systemic racism and oppression is an absolute privilege for me. Having the opportunity to intentionally bring in diverse talent to support this work has resulted in the development of this framework.

It is a framework which has been built on the foundational work of many staff, volunteers and community partners, who were committed to the principles of equity and inclusion long before the Anti-Racism and Anti-Oppression division was formed. Driving organizational change can be slow while removing barriers to inclusion is urgent and overdue.

This framework and the equity tool within it, have been designed to simplify what can be complex work. Ultimately, if we all consider the impact of our work on anyone and everyone, we move away from the status quo and into reimagined safer and more inclusive spaces for all.

Anti-Racism and **Anti-Oppression**

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Our Commitments

The City of London has acknowledged that systemic racism and oppression exist within our Corporation and our community. The formation of the Anti-Racism and Anti-Oppression Division was a direct result of that acknowledgement.

City Council has endorsed its commitment to addressing violence against women and girls through its Strategic Plan commitment to Creating a Safe London for Women and Girls and through its participation in the United Nations Safe Cities and Safe Public Spaces initiative. The work undertaken to advance these priorities has been collaborative and has intentionally focused on addressing the intersectional inequities faced by women, girls, nonbinary, trans individuals, and survivors. The intentional integration of the equity framework with a gender framework has resulted in an intersectional, applied framework and tool which will advance our commitment to Creating a Safe London for Women and Girls.

The City of London remains committed to taking actions that further truth and reconciliation efforts with neighbouring First Nations and Urban Indigenous Peoples. With the guidance of our Indigenous Community Liaison Advisor we will work towards decolonization within our practices.

Recognizing the unique historical and current experiences of racial harm towards members of London's Black communities, City Council supported the hiring of a Black Community Liaison Advisor to strategically work with staff and the broader community on recognizing and disrupting Anti-Black racism.

The City of London is committed to providing quality goods, services, and facilities that are accessible to all persons we serve. We will allocate appropriate resources toward the elimination of accessibility barriers in customer service, information and communication, employment, transportation and the design of public spaces and are committed to meeting the requirements of applicable legislation, including the Accessibility for Ontarians with Disabilities Act and the Ontario Human Rights Code.

Through its leadership in the London & Middlesex Local Immigration Partnership and London Newcomer Strategy, the City is committed to supporting the successful attraction, retention and integration of newcomers and refugees. The Free of Fear Services for All policy ensures that individuals without immigration status may request City services without fear that their immigration status will be disclosed.

In a sincere and critical response to anti-Muslim hate in our community, and in collaboration with the local Muslim communities and Community Based and Public Sector Organizations, the City of London's A London for Everyone: An Action Plan to Disrupt Islamophobia was developed. City Council endorsed the plan which includes a dedicated staff position to implement the plan.

In addition, the City of London's Community Diversity & Inclusion Strategy (CDIS) was developed and implemented to address systemic oppressions within the City of London and our community. Created by the community through extensive engagement, London's Community Diversity and Inclusion Strategy (CDIS) represents a collective plan for building a more inclusive city united around the vision: London is a diverse and inclusive community that honours, welcomes and accepts all people; where people have the power to eliminate systemic oppressions.

The Anti-Racism and Anti-Oppression division is committed to providing leadership, tools and resources that support our Council and Civic Administration at all levels and Service Areas of the Corporation, to collectively take proactive steps towards addressing systemic changes.

Anti-Racism and Anti-Oppression Division Mandate

Our mandate is to create and sustain action-focused, positive, and lasting systemic change in the City of London so that race or membership in an equity-deserving group does not predict one's access to opportunities or ability to engage whole heartedly in the London community. We will do this through relationship building, research, community engagement, best practices, education, critical self-reflection and shared leadership.

Purpose of this Framework

This framework is designed to support the Corporation by embedding the principles of equity and inclusion from design to implementation of corporate policies, procedures, programs, projects, plans, services, and budget decisions.

Within this framework is an equity tool which offers an intentional way to consider the impact of the City's work on equity-deserving groups and ensures an intentional identification and removal of barriers to inclusion. This work directly aligns with the City's mission, as defined in the 2019-2023 Strategic Plan, to be 'a responsive and modern public service partner that fosters change to build a better London for all' and informs every strategic area of focus, outcome, expected result and strategy of our Strategic Plan.

The concepts of gender equity, racism and oppression are complex and require ongoing learning and unlearning along with critical self-reflection. At times, working to address systemic inequities can feel onerous or an "add-on" to what is often complex work. As public servants, however, it is critical that we ensure our work is reflective of the needs of all Londoners. By addressing inequities within our Corporation, we will deliver on our commitment to ending systemic racism and oppression.

Guiding Principles

Anti-racism and anti-oppression work is nuanced, difficult and ever-changing. Therefore, the following principles will guide our collective approach to equity work across the Corporation:

Commitment to Truth and Reconciliation

We will be guided by a collective, ongoing and active focus on implementing the Truth and Reconciliation Commission of Canada: Calls to Action (TRC) report and working with the Indigenous communities to address issues that impact access to municipal services and to rebuild the trust and strengthen relationships.

Intersectionality

When we consider how equity-deserving groups are impacted by our work, we need to do so from an intersectional approach. We will recognize that individuals have multiple aspects of their identities which collectively informs their lived experiences including their experiences of oppression.

Trauma and Violence Informed Approach

The work we do in our community must be informed by an understanding of the impacts of trauma and violence. We can accomplish a trauma and violence informed approach by partnering with community organizations and experts to gain knowledge and training to reduce unintentional harm, improve system responses, be prepared for respectful and thoughtful interactions, acknowledge opportunities for choice, and in doing so provide safer environments.

Curiosity

We acknowledge that we don't know what we don't know. We will use curiosity to encourage our learning and understanding of differing perspectives to help us better understand how we can meet the needs of all staff and residents. When we ask for the lived experience of equity-deserving groups, we will listen and use the knowledge and wisdom gained to inform our work.

Humility and Grace

Using this framework will position us to create more inclusive outcomes. With the best of intentions, sometimes we will get it wrong. When we make a mistake, we will embrace grace and humility while remaining accountable for our actions. We will use the learnings to continue our equity journey while minimizing harm.

Discomfort

Naming and addressing systemic racism and oppression are newer concepts for many of us. We recognize that equity work is an emergent practice, meaning it is uncomfortable, fluid and that it changes in response to our ongoing learning and unlearning. We remain open to being responsive to evolving best practices and to steady, incremental and ongoing change.

Accountability

We are committed to creating metrics for our equity work which will keep us accountable to the communities we serve. We know that thoughtful evaluation of our impacts is necessary and will be part of our commitment to dismantling systemic racism and oppression.

A Shared Understanding

This framework has been developed in conjunction with the City of London's Anti-Racism and Anti-Oppression Foundations training program which will be required learning for all staff. Concepts in this framework are explored in greater detail in the training program. In addition to the terms defined below, the Anti-Racism and Anti-Oppression division has used and relied on definitions from the Canadian Centre for Diversity and Inclusion's 2022 Glossary of Terms.

What is Anti-Racism?

Anti-racism is "the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably" (NAC International Perspectives: Women and Global Solidarity).

What is Anti-Oppression?

Anti-oppression means to actively identify and eliminate systemic barriers that exclude people from all equity-deserving groups, including but not limited to racialized groups. Anti-oppression also recognizes that membership in more than one group is a reality for many.

What is Gender Equity?

Gender equity is the process of allocating resources, programs, and decision making fairly to all genders and addressing any imbalances in the benefits available to people of different genders. This is necessary because there is a gendered difference in the ways inequality is experienced. Violence, for instance, is disproportionately experienced by women, girls, and gender diverse persons while Indigenous women and girls, women and girls with disabilities, and newcomer and refugee women and girls are at an even higher risk of violence.

What about Diversity, Equity, and Inclusion?

When we focus on diversity, equity, and inclusion, we can forget about the context of systemic racism and oppression that creates inequality and exclusion. An anti-racist and anti-oppressive approach actively addresses this context, showing us what needs to change to achieve equity and inclusion.

What do we mean when we say Privilege?

Privileges are unearned benefits that present advantages for a dominant group, while simultaneously creating barriers for equity-deserving groups. There are different types of privilege such as male privilege, white privilege, and being able-bodied. We can have privilege with some aspects of our identities and lack it with others. Examining our privilege helps us identify systemic barriers that may not exist for ourselves but do for others.

Using the Equity Tool

What is the Equity Tool?

An equity tool is one strategic way to dismantle systemic racism and oppression. Through a series of questions, it prompts us to proactively examine the potential unintentional consequences of our decisions on equity-deserving groups. It asks us to consider how to engage those impacted and provides a process that can create concrete strategies to address those inequities. It is also a way for us to evaluate and measure the impact we are making.

Why do we need an Equity Tool?

Our colonial history means that all systems, including our government, have been founded on systems of racism and oppression. As a result of this legacy, individuals hold biases which favour some groups over others. Using an equity tool minimizes the likelihood of continued oppressive practices and ensures we strategically identify and remove barriers to inclusion and intentionally advance equity. The equity tool supports our ability to demonstrate accountability towards improving equity to our staff and our community.

Who should use the Equity Tool?

Council and Councillors – City Councillors have a unique opportunity to demonstrate their commitment to eradicating systemic racism and oppression and to model this through their decision-making. By ensuring that an equity tool has been used by staff for City projects and recommendations to Council to guide their values and inform their decisions, we can anticipate an increased alignment between those commitments and action. By reviewing staff reports about the use of the equity tool, individual Councillors and Council may better consider the impact of their decisions on all Londoners including those who are not represented amongst themselves.

Civic Administration – As an organization committed to dismantling systemic racism and oppression, applying an equity tool is a way to document a tangible process and demonstrate improved outcomes. It will ensure that we remain responsible to and accountable for demonstrating a commitment to making sustainable changes towards equity and inclusion. Staff and people leaders will be expected to use the equity tool if they are responsible for developing,

implementing, revising or evaluating City of London policies, procedures, practices, programs, services and events. The responsibility to apply an equity tool extends to volunteers, consultants and external vendors.

Agencies, Boards, & Commissions – As leaders in public service, we encourage all London's Agencies, Boards and Commissions to use an equity tool to assess their policies, procedures, programs and services. By collectively addressing systemic inequities, we will create sustainable change that improves outcomes for all Londoners.

How do I use the Equity Tool?

The equity tool is a set of questions designed to support the creation, revision, or implementation of a project. This could be a policy, procedure, program, service, event, or even a decision (we call this "the proposal" in the tool). The tool prompts you to answer questions which consider the specific impacts of your proposal on equity-deserving groups. Next you will consider any relevant data or information available to you and reflect on how you will engage impacted communities. You will then outline what changes can be implemented now and plan for what changes will be implemented later.

When should I use the Equity Tool?

It's never too late to apply the equity tool, however, it is harder and more costly to address inequities at the later stage. You should begin the process of using the tool as early as possible and continue to use it at every phase of your project to further advance equitable outcomes.

How should I share my results?

When you have completed the equity tool the results should be submitted and reviewed by service area leadership. Depending on the nature of your proposal, you may be sharing your results with multiple service areas. As well, you may be required to include your results if you are reporting to Council about your proposal.

The Equity Tool

Part 1 – Your Proposal

The project you are working on will be described as "the proposal" throughout this tool.

In this section, you will fill out the details of your proposal and its proposed impacts on equity-deserving groups.

Before you begin - This tool is a road map to equity. We are looking for ongoing improvements and a commitment to further change. Small steps are important so take your time, work through this with others where possible, and ensure you reach out if you need assistance.

Proposal Name:

1. **Is your proposal a:**

   Policy

   Program

   Procedure

   Practice

   Project

   Service

   Event

   Budget decision

   Other

2. **What phase is your proposal in?**

   Conceptual

   Development

   Consultation

   Implementation

   Review/Revision

   Evaluation

3. **What is the desired outcome of your proposal?**

4. **Who is responsible for leading this proposal?**

Name:
Contact Info:

Name:
Contact Info:

Name:
Contact Info:

Service Area:
Deputy City Manager:

5. **Identify the equity-deserving groups potentially impacted by your proposal:**

   Equity-deserving groups are communities of people who are excluded from fully participating in society because of systemic barriers.

   2SLGBTQ+ Communities

   Black Communities

   Indigenous Communities

   Newcomers or Refugees

   Older Adults

   Persons with Disabilities

   Persons with Low Income

   Racialized Communities

   Religious Minorities

   Unhoused or Underhoused Persons

   Women and Girls

   Other Groups

   (i.e., survivors of gender-based violence, lone parents, international students, persons with low literacy, persons without immigration status)

Part 2 - What do you know?

In this section we ask you to consider what information and data you are relying on.

Consider: What data sources does the City of London have access to, to assist you with your proposal? Have other municipalities engaged in similar work? What can you learn from their experience? Are there peers you can learn from?

1. **What information and data is informing your understanding of the impact on the equity-deserving groups you identified? (current census data, customer or employee complaint/concern/ comment, current demographic research, policy research etc.)**

2. **What specific area (community/neighbourhood or Corporate Service Area) will this proposal impact?**

3. **Which equity-deserving groups within the identified area will be impacted by your proposal? Based on your response do you need to add any equity-deserving groups to question #5 in Part 1?**

Part 3: Who is involved?

Engaging community includes any group impacted by your proposal which could mean a residential neighbourhood community or it could mean a Service Area within the Corporation. By engaging with the communities impacted by our decisions, we can create an alignment between community needs and improved outcomes.

Before you fill out this section, consider how you will include the voices of impacted equity-deserving groups and the budget you will need to do so. For accessible and inclusive engagement, account for budget considerations such as facilitated focus groups, targeted outreach, translation or interpretation services, honoraria, meals, transportation, child minding and administrative costs for surveys. In addition, if your identified community is a staff group, consider how you will engage employees without access to computers, those who work outdoors, those who work longer shifts, work casually or outside of business hours.

1. **Are the equity-deserving groups you identified involved and providing input into your proposal?**

   If so, how?

If not, how will you engage them?

Consider: How will people share feedback about the impact of your proposal? (i.e. surveys, focus groups, public engagement sessions)

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2. **How will you measure your proposal's impact on the equity-deserving groups you identified (e.g., feedback from community members, survey, number of people from equity-deserving groups represented/ served)?**

Consider: Have you prepared well for community engagement? What do you feel unprepared for? How can you draw on the support of subject matter experts or training to ensure better preparation?

Part 4: What will you do?

1. **As a result of what you have learned through research and community engagement, what needs to change and how will you achieve that change?**

Remember: Change happens in stages and steps. This first proposal may mean making small changes, with a plan to do more when budget and time allows.

Use this table to help you plan for change.

What Needs to Change?	Steps to Achieve the Change	Timeline for change to occur	Who will be responsible for this change?

Reflection Tool

Once you have completed the equity tool and implemented changes as a result, it is time to reflect on whether there was a positive impact of your proposal on equity-deserving groups. How do you know and who shared this perspective with you? This section should be completed by the proposal lead and submitted to your Deputy City Manager and other leadership involved. It should also be submitted to the Anti-Racism and Anti-Oppression Division to inform further enhancements to the equity tool.

1. **Will you be advocating for any other systemic changes after applying the equity tool? (i.e. making a policy recommendation to Council or suggesting a change to a procedure in another Service Area)**

2. **What did you encounter that you had not planned for? What would you do differently next time?**

3. **What have you learned through this process? What has been made more difficult?**

4. **Do you have any further reflections on this process, or the changes implemented by this proposal?**
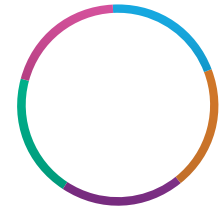
Did you know?

Our Anti-Racism and Anti-Oppression Team London page hosts links to several documents like our workforce census, information sheets and corporate procedures to help with your proposal. The Anti-Racism and Anti-Oppression Division is here to support. Please email us at **arao@london.ca** with questions or to book a consult.

Anti-Racism and **Anti-Oppression**

The City of London has acknowledged that systemic racism and oppression exist within our Corporation and our community. The formation of the Anti-Racism and Anti-Oppression Division is a direct result of that acknowledgement.