

Equity and Anti-Racism Self-Assessment Tool

Office of Equity and Anti-Racism

This tool was developed for municipalities and villages to meet requirements to develop equity and anti-racism plans under the *Dismantling Racism and Hate Act*, but it can be broadly used by any organization interested completing a self-assessment exercise. It can be used in a facilitated group setting or by individual self-assessment(s).

To meaningfully address systemic hate, inequity, and racism, organizations must engage in critical reflection and evaluation of current practices. By using this tool, your organization can identify strengths and reflect on aspects where the organization is excelling in equity and anti-racism efforts. It will also help identify areas of improvement where the organization can enhance its commitment to equity and anti-racism and begin the process of developing an action plan and monitoring the progress as the organization evolves and new equity and anti-racism goals are established.

This tool asks users to self-assess 12 different organizational characteristics in relation to equity and anti-racism using a spectrum. For each characteristic, select where you think your organization is in terms of progress, and respond to the questions that follow.

The final section of the tool is a precursor to the process of developing an action plan. It prompts users to review the completed self-assessment and identify high level areas that they see as priorities for action. This self-assessment is intended to be a dynamic tool for ongoing improvement. Organizations are encouraged to regularly revisit and update it to reflect the evolving nature of equity and anti-racism policies.

Examples of equity and anti-racism actions and commitments that have been undertaken by municipalities in other jurisdictions are appended to this resource to help generate ideas and discussion.

Please feel free to contact us if you have any questions or would like to discuss:

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Section 1: Assessing Your Organizations Characteristics

For each characteristic, identify where you are on the spectrum of progress and answer the questions that follow.

Vision: clear articulation, commitment, and defined direction for growth to achieve equity, inclusion, and anti-racism across all aspects of its mission, values, and strategic objectives.

<input type="checkbox"/> Not yet started The vision does not articulate a clear focus on achieving equity, inclusion, and anti-racism.	<input type="checkbox"/> Ready to start Recognizes the importance of equity, inclusion and anti-racism and it is addressing the next steps.	<input type="checkbox"/> Launched Understand the significance of equity, inclusion and anti-racism and is in the process of developing/changing its vision related to equity, inclusion, and anti-racism.	<input type="checkbox"/> Well on the way Developed an equity, inclusion, and anti-racism vision and is working to align policies and operations with this vision.	<input type="checkbox"/> Leading Integrated equity, inclusion and anti-racism in the vision statements which are actively being used to guide policies and operations.
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If selected Not yet started, identify ways your organization can begin to make progress- What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Leadership Commitment: The extent to which organization leadership demonstrates a commitment to equity and anti-racism principles.

<input type="checkbox"/> Not yet started Leadership (management and staff) have not focused on issues related to equity and anti-racism.	<input type="checkbox"/> Ready to start Members of management and staff are beginning to have discussions related to equity and anti-racism.	<input type="checkbox"/> Launched Equity and anti-racism lens are leading the discussions within management and staff.	<input type="checkbox"/> Well on the way Management and staff are consistently integrating equity and anti-racism principles into decision-making.	<input type="checkbox"/> Leading Management and staff are using an equity and anti-racism lens when creating policies and programs. Management demonstrates accountability to communities and partners.
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If selected Not yet started, identify ways your organization can begin to make progress- What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Inclusive Policies: The presence of policies that actively promote inclusion, diversity, and anti-racism within the organization.

<input type="checkbox"/> Not yet started Has limited or no policies related to inclusion, diversity, and anti-racism.	<input type="checkbox"/> Ready to start Is interested in developing and implementing inclusion, diversity, and anti-racism policies but may be unclear where to begin.	<input type="checkbox"/> Launched Has implemented inclusion, diversity, and anti-racism language in policies.	<input type="checkbox"/> Well on the way Has developed written policies explicitly addressing inclusion, diversity, and anti-racism. May be unclear how to operationalize it.	<input type="checkbox"/> Leading There are clear procedures and policies related to inclusion, diversity, and anti-racism. Has clear goals, strategies, and indicators of progress.
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If selected Not yet started, identify ways your organization can begin to make progress- What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Supporting Framework: the presence of established systems, policies, and resources designed to support and sustain equitable practices, address systemic biases, and promote anti-racist initiatives within the organization's structure and operations.

<input type="checkbox"/> Not yet started Does not have systems, policies and resources designed to support and sustain equitable practices.	<input type="checkbox"/> Ready to start Has some internal discussions but does not have the structures to guide the work.	<input type="checkbox"/> Launched Committee has been created to focus on implementing equitable practices, but it is not integrated into the work.	<input type="checkbox"/> Well on the way Has existing internal committees and has integrated equitable practises into the organizations work.	<input type="checkbox"/> Leading Using equitable practices to address systemic biases and uses an anti-racist lens in every aspect of the work.
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If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Training and Development: The provision of ongoing training and development opportunities focused on equity, diversity, and anti-racism education and awareness-building initiatives into organizational culture and practices.

<input type="checkbox"/> Not yet started Has not done any training and development related to equity, diversity, and anti-racism education.	<input type="checkbox"/> Ready to start Had some internal decisions on accessing equity, diversity, and anti-racism education for the staff.	<input type="checkbox"/> Launched Some staff have participated in training and development related to equity, diversity, and anti-racism.	<input type="checkbox"/> Well on the way All management and staff have participated in training and development opportunities related to equity, diversity, and anti-racism education.	<input type="checkbox"/> Leading Engage in ongoing education to promote a culture of equity, diversity, and anti-racism. This knowledge is integrated into policies and programs.
If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?			If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?	

Data Collection, Analysis and Reporting: The organization's commitment to collecting, analyzing, and reporting data on diversity, equity, and anti-racism efforts.

<input type="checkbox"/> Not yet started Does not collect, analyze, or report data on diversity, equity, and anti-racism efforts.	<input type="checkbox"/> Ready to start Does not collect, analyze, or report data on diversity, equity, and anti-racism efforts, but views this as a future goal.	<input type="checkbox"/> Launched Collects some data on diversity, equity, and anti-racism efforts, but not in a comprehensive way.	<input type="checkbox"/> Well on the way Collects, disaggregates, and analyzes the data but may not know what to do with the information.	<input type="checkbox"/> Leading Collects, analyzes (with those who the data is about), and reports the data. Based on the data, the organizations uses a diversity, equity, and anti-racism lens to create policies and programs.
If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?			If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?	

Community Engagement: The organizations effort in intentionally engaging with and supporting underrepresented and underserved communities in meaningful ways (underrepresented and underserved groups include Mi'kmaq and/or people of Indigenous descent, African Nova Scotians, people of African descent, people with disabilities, 2SLGBTQIA+ people, newcomers, and minority faith-based groups). This includes establishing meaningful partnerships with underrepresented and underserved community organizations to address systemic inequalities and foster collaboration.

<input type="checkbox"/> Not yet started Does not have any strong partnerships with underrepresented and underserved communities.	<input type="checkbox"/> Ready to start Recognizes the importance of building partnerships with underrepresented and underserved communities but may be unclear where to begin.	<input type="checkbox"/> Launched Beginning to build partnerships but has not yet created accountable and meaningful partnerships.	<input type="checkbox"/> Well on the way Actively strengthening partnerships and trust with underrepresented and underserved communities.	<input type="checkbox"/> Leading Has established strong and accountable partnerships and trust with underrepresented and underserved communities to address systemic inequalities.
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If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Decisions: The organisation’s decision-making processes are guided by equity and anti-racism principles and a commitment to transparency and accountability with mechanisms in place to address racial biases and promote equity.

<input type="checkbox"/> Not yet started Equity and anti-racism are not a factor into decision-making processes.	<input type="checkbox"/> Ready to start Interested in implementing equity and anti-racism principles into decision making processes but may be unclear where to begin.	<input type="checkbox"/> Launched Decisions are occasionally influenced by equity and anti-racism principles.	<input type="checkbox"/> Well on the way Decisions regarding policies, programs and resource allocation are informed by equity and anti-racism principles.	<input type="checkbox"/> Leading Decisions regarding policies, programs and resource allocation are systematically guided by an equity and anti-racism lens.
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If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Accountability Mechanisms: The presence of mechanisms to hold the organization accountable for progress in equity and anti-racism action planning. This includes regular assessment and evaluation of organizational practices, policies, and outcomes to identify areas for improvement and track progress towards equity and anti-racism goals.

<input type="checkbox"/> Not yet started Equity and anti-racism metrics are not included in the evaluations of programs.	<input type="checkbox"/> Ready to start May recognize the value of including equity and anti-racism metrics in the evaluations of program to focus on accountability.	<input type="checkbox"/> Launched Preparing to include or is currently including equity and anti-racism metrics in a few programs.	<input type="checkbox"/> Well on the way Equity and anti-racism are included in evaluations, which reinforces accountability mechanisms.	<input type="checkbox"/> Leading All evaluation and accountability mechanisms include specific equity and anti-racism metrics which has strengthened the relationship with underrepresented and underserved community.
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If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Accessibility and Inclusion: The extent to which the organization ensures physical and digital accessibility for all and actively includes diverse voices. This includes ensuring accessibility of resources, support services and opportunities for advancement for individuals from diverse backgrounds.

<input type="checkbox"/> Not yet started No effort is made to create an inclusive and accessible environment for staff.	<input type="checkbox"/> Ready to start Values the idea of being an inclusive and accessible environment but does not know where to begin.	<input type="checkbox"/> Launched Has created resources, tools and support services but has not implemented in the workplace.	<input type="checkbox"/> Well on the way Has integrated accessible and inclusive practises, resources, tools and support services into the workplace and organizations work.	<input type="checkbox"/> Leading Empowering all individuals which includes diverse voices. Ensuring accessibility of resources, support systems and opportunities for advancement for individuals from diverse backgrounds.
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If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Hiring Practices: The organisation’s commitment to fair, unbiased and inclusive hiring practises that actively seek and prioritize diversity, equity, and inclusion.

<input type="checkbox"/> Not yet started Does not have inclusive hiring practises or processes that actively seek diversity.	<input type="checkbox"/> Ready to start Recognizes the importance of implementing processes which can contribute to more equitable hiring practises.	<input type="checkbox"/> Launched Has committed to developing hiring practices that seek and prioritize diversity, equity and inclusion.	<input type="checkbox"/> Well on the way Has created processes which focuses on candidates’ diversity, equity, and inclusion experience and expertise during the hiring and promotion practices.	<input type="checkbox"/> Leading Developed and implemented an inclusive hiring process that are intentionally designed to create equal job opportunities for all.
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If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Employee Resource Groups (ERGs): The existence and support of employee resource groups¹ focuses on promoting diversity, equity, and anti-racism. Employee Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve. They're usually led and participated in by employees who share a characteristic, whether it's gender, ethnicity, religious affiliation, lifestyle, or interest. The groups exist to provide support and help in personal or career development and to create a safe space where employees can bring their whole selves to the table. Allies may also be invited to join the ERG to support their colleagues.

<input type="checkbox"/> Not yet started Have not taken any steps to establish or support ERGs focused on equity and anti-racism initiatives.	<input type="checkbox"/> Ready to start Recognizes the importance of ERGs in promoting equity and anti-racism efforts and is in the preliminary stages of planning and preparing for their establishment.	<input type="checkbox"/> Launched ERGs have been formally established within the organization. They may have a defined purpose, membership, and structure. However, activities and initiatives may still be in the early stages of development and implementation.	<input type="checkbox"/> Well on the way ERGs are actively engaged in organizing events, workshops, and initiatives aimed at promoting awareness, education, and dialogue within the organization. They have gained traction and are making visible contributions to the organization's equity and anti-racism efforts.	<input type="checkbox"/> Leading ERGs are recognized as influential drivers of change within the organization. They have established themselves as key stakeholders in decision-making processes, and their initiatives and advocacy efforts have significantly contributed to fostering a more inclusive and anti-racist organizational culture.
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¹ <https://www.greatplacetowork.com/resources/blog/what-are-employee-resource-groups-ergs>

If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers?	If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator?

Identify any other organizational characteristics related to equity and anti-racism that is not mentioned in this tool, and your self-assessment in terms of progress.

Section 2: Beginning steps to creating an action plan.

Based on the overall assessment, identify three (or more – add cells as needed) areas to enhance your commitment to equity and anti-racism. It is recommended that you identify clear and focused areas for improvement that can be included or considered in the development of an equity and anti-racism action plan for your organization. **A list of examples of actions and initiatives other municipalities have committed to are provided in Appendix A to help you in identifying possible actions for your municipality or village.**

The Equity and Anti-Racism Plan Guidance for Municipalities and Villages provides more detailed guidance on developing your plan.

1.
2.
3.

Supplementary Resources and Reference Material

- [Understanding Meyer's Diversity, Equity and Inclusion Spectrum tool, Meyer Memorial Trust](#)
- [Organizational Assessment Tools and Resources, racialequitytools.org](#)
- [Diversity, Equity and Inclusion Assessment, Centre for Diversity and Inclusion](#)
- [Complete_Comprehensive_DEI_Assessment.pdf, thecentermsu.org](#)

Appendix A – Examples of Municipal Equity and Anti-Racism Actions and Commitments

Equity in Service Delivery

- Toronto Community Housing Corporation (TCHC) has implemented equity-focused service delivery strategies to address the diverse needs of residents, including targeted supports for marginalized communities.
- Vancouver's Equity Framework guides city departments in providing equitable services to all residents. The framework ensures that city services are accessible and responsive to the needs of diverse communities, including marginalized groups such as Indigenous peoples and newcomers.
- The City of Edmonton's Diversity and Inclusion Framework and Implementation Plan provides employees with the tools and support they need to identify and address systemic barriers and build a diverse and inclusive workforce. It gives employers the means to integrate diversity and inclusion values and practices into existing corporate processes, and to enable progress to be measured.

Equity in Planning and Development

- Toronto's Planning Department incorporates equity considerations into land use planning processes, ensuring that development projects address the needs of all communities.
- Vancouver has implemented equity-focused policies in urban planning and development to address systemic inequalities. This includes prioritizing affordable housing developments in neighborhoods with diverse socioeconomic backgrounds and providing incentives for developers to incorporate affordable units in new developments. Vancouver also prioritizes accessibility in its urban planning and development projects, ensuring that new developments adhere to accessibility standards and guidelines.
- Montreal has established the Office of the Commissioner for Combating Racism and Systemic Discrimination to ensure that all units of the city act firmly and in a concerted manner to combat racism and discrimination. This includes integrating equity considerations into urban planning decisions to promote inclusive and equitable development across the city.
- Halifax has implemented equity-focused initiatives in planning and development to address historical injustices and promote inclusive growth for example Community Action Planning.

By-law and Policy Development and Review

- Halifax has established its Community and Race Relations Policy, which aims to ensure that municipal facilities will not be used by individuals and groups that may violate or promote the violation of rights.
- Vancouver's Social Planning Department requires that issues related to multiculturalism and diversity be an administrator's priorities in all aspects of work.
- The Town of Kenora and the Kenora Police Service partnered with Grand Council Treaty 3 to review policies, practices and procedures relating to justice, and to ensure they have a positive impact on First Nations people. One goal was to increase the number of Aboriginal employees working in the justice system.
- Saskatoon's Race Relations Committee reviews policies, practices and programs of the City to recommend amendments and/or new actions with respect to: personnel, law enforcement, leisure services, housing and community services, education and training, use of municipal facilities, and planning and zoning.
- The City of Toronto developed a Fair Wage Policy that requires organizations that do business with the city pay a "fair wage" and to adopt an anti-discrimination policy.

Community Engagement and Consultation

- The Sioux Lookout Anti-racism Committee delivered surveys on community attitudes to every postal box in the municipality. 90% of respondents reported race-related problems in the community.
- The City of Sudbury held focus groups among the Aboriginal, Francophone, multicultural and educational sectors. Participants identified service deficiencies that are perceived to be associated with institutional racism.

- The Town of Markham's Race Relations Committee gathers information and consults with the community to advise the municipal council on issues involving race, ethno-cultural equity and related issues. They also partner with institutions and voluntary organizations to promote mutual trust among the town's racial and ethno-cultural groups.
- The Town of Ajax's Diversity and Community Engagement Advisory Committee provides a forum for residents to discuss issues of diversity and how the Town can assist or respond to their concerns.
- The Town of Georgina's Equity and Diversity Advisory Committee posts meeting agendas and minutes online.
- Edmonton has Women's Advocacy Voice of Edmonton (WAVE) comprised of 15 community volunteers from diverse backgrounds and experiences who provide Edmonton City Council with advice on affairs relevant to municipal jurisdiction.

Language and Cultural Accessibility

- Vancouver's Cultural Communities Advisory Committee advises the city on enhancing access and inclusion for racialized communities. This includes recommendations for language accessibility in city services and programs, such as providing translated materials and interpretation services for residents with language barriers.
- Montreal's police department ensures language accessibility to inform citizens and employees about their rights and recourse mechanisms. This includes providing information in multiple languages and offering interpretation services for residents who require assistance in accessing city services.
- Ottawa offers multilingual services and resources for residents with language barriers. This includes providing translated materials, interpretation services, and multilingual staff at city facilities to assist residents in accessing municipal services and information.
- Halifax's Office of Diversity and Inclusion works to promote language and cultural accessibility in city programs and services. This includes offering translation services, multilingual resources, and cultural competency training for city staff to better serve diverse communities.

Accessibility of Public Spaces and Infrastructure

- The City of Toronto has implemented accessibility standards for public spaces and infrastructure, including accessible transit options and barrier-free building design.
- Ottawa has made efforts to improve accessibility in public spaces, including parks, community centers, and recreational facilities, by providing features such as accessible parking, ramps, and universal washrooms. The city also offers accessibility audits and consultations to businesses and organizations to help them improve accessibility in their facilities.
- Halifax has implemented accessibility initiatives in public spaces and infrastructure, including accessible playgrounds, trails, and waterfront areas, to ensure that people of all abilities can enjoy the city's amenities. The city also provides resources and support for businesses and organizations to improve accessibility in their facilities through programs such as the Barrier-Free Business Program.
- Calgary has taken steps to improve accessibility in public spaces and infrastructure, including parks, pathways, and recreational facilities, by installing features such as ramps, handrails, and accessible seating areas. The city also provides resources and support for accessibility improvements in private properties through programs such as the Barrier-Free Access Grant Program.

Promoting and Supporting Community Initiatives

- Williams Lake co-hosts "Challenge Day" with community organizations and schools, where students, teachers and volunteers tackle bullying, racism and violence. The program allows students time to be heard and an opportunity for people to accept each other and realize that everyone has their own issues and differences.
- Abbotsford Community Services in B.C. organizes the Fraser Valley Cultural Diversity Awards Ceremony, to recognize best practices of local community organizations and businesses that work to promote inclusion and the diversity of the community. It features guest speakers from organizations that promote diversity, as well as representatives from different levels of government.
- Hamilton recognizes leaders of faith, culture and other groups and partners with leaders from large institutions and organizations.
- The Municipality of Chatham-Kent provides information on its website to help employers integrate new immigrants into workplaces, including information on how to hire foreign trained professionals, human resource tools on diversity and other resources available in the voluntary sector.

- The Halifax Immigration Partnership (HIP) works in collaboration with a wide range of partners, from settlement services organizations to government, from service providers to grassroots organizations, from educational institutions to faith groups, from community leaders to newcomers themselves, as part of their commitment to progressive approaches to ensure that Halifax is an inclusive and welcoming community.

Responding to Incidents of Racism and Discrimination

- The Sioux Lookout Anti-Racism Committee provides trained community mediators to assist in achieving co-operative conflict resolution on issues such as discrimination, landlord/tenant and neighbour disputes and workplace relations. They also offer workshops for business and organizations.
- Municipalities in British Columbia, including Campbell River, Kamloops, Quesnel, Terrace and Cranbrook, have adapted the British Columbia Ministry of Community, Aboriginal and Women's Services Critical Incident Response Model for acts of racism, including hate crimes. A steering committee developed communitywide protocols in response to race-based incidents and created a racism preparedness manual to tell people how to effectively respond to racial incidents.
- Officials of the Town of Georgina visited local schools and other members of the community to encourage people to denounce the hate crimes that took place in their area.
- The Mayor of Thompson, Manitoba denounced hate materials that circulated in schools; the Mayor of Chilliwack spoke out against hate propaganda when it spread to that municipality. Similarly, Peterborough's Race Relations Committee held a press conference to denounce racist assaults against Asian Canadian anglers.

Data Collection, Monitoring, Reporting and Evaluation

- The City of Thunder Bay conducted a voluntary self-identification workforce survey of its staff to identify demographic details of its workforce and compare these with the general population.
- York Regional Police monitors the number of hate crime investigations conducted. They also record incidents of possible hate, even if they are determined not to be criminal.
- The City of Saskatoon monitors police statistics and releases reports of incidents of racism.
- The City of Thunder Bay monitors the effectiveness of policies (e.g. whether employment policies help to increase retention of minority employees). This information is used while reviewing policies for revision.
- The City of Calgary is developing and integrating a strategy promote a practice of race-based data collection, use and sharing for City programs and services. They will Collect disaggregated race-based data on hate activities in public spaces, incorporate data analysis in public safety service delivery, and create disaggregated race-based data framework/guideline for public safety service delivery.

Equitable Access to Economic Opportunities

- Vancouver's Economic Development Commission works to create an inclusive economy by supporting initiatives that provide equitable access to economic opportunities. This includes programs that promote entrepreneurship among marginalized groups, such as women, Indigenous peoples, and newcomers to Canada.
- Halifax's Economic Growth Plan includes strategies to promote equitable access to economic opportunities for all residents. This includes initiatives to support diverse businesses, such as procurement programs that prioritize contracts for minority-owned businesses and social enterprises.
- Calgary's Economic Development department works to create a more inclusive economy by supporting initiatives that provide equitable access to economic opportunities. This includes programs that promote workforce diversity and inclusion, such as job training and mentorship programs for underrepresented groups.

Anti-Racism Training, Awareness and Education

- The City of Saskatoon provides cross cultural and cultural sensitivity training throughout the Corporation, so that both management and other employees can work towards eliminating systemic barriers and creating a welcoming and supportive environment for employees of all cultural backgrounds.
- Halifax integrates anti-racism, intersectionality, and multi-cultural content into existing, ongoing, and future training sessions for staff and elected members.

- Black History Month, Asian Heritage Month, Pride and other heritages months are officially recognized and celebrated by many municipalities. Multicultural festivals also help support better understanding and appreciation for the variety of cultures in community that may contribute to addressing racism and discrimination.
- The North Bay & District Multicultural Centre hosts a radio show that discusses the city's immigration program. Current and past programs are also available on North Bay Radio's website.
- The City of Calgary's Diversity and Inclusion office has partnered with internal and community partners to develop Indigenous Awareness to all employees as the foundation for meaningful long-term relationships and ways of knowing, contributing to providing inclusive and equitable services guided by The City of Calgary's Indigenous Policy and Indigenous Policy Framework. The City also hosts an annual event for employees to share and learn called Experience Inclusion.

Diverse Representation and Inclusion

- Toronto's City Council has taken steps to increase diverse representation through initiatives such as the Toronto Youth Cabinet and the Women's Leadership Initiative. These programs aim to ensure that diverse voices are represented in decision-making processes and leadership positions within the city government.
- Vancouver's Racial and Ethno-Cultural Equity Advisory Committee (formerly known as the Cultural Communities Advisory Committee*) advises Council and staff on enhancing access and inclusion for racialized communities to fully participate in City services and civic life.
- Halifax established The African Descent Advisory Committee which advises Regional Council, through Executive Standing Committee, on the impact of municipal policies, programs, and services for People of African Descent. They also have The Accessibility Advisory Committee advises and assists Regional Council, through the Executive Standing Committee, on the impact of municipal policies, programs, and services on persons with disabilities. They also have the Women's Advisory Committee, to support the creation of a gender inclusive municipality and provide advice to Council on matters relevant to the municipal mandate and the Youth Advisory Committee advises and assists Regional Council, through the Executive Standing Committee, on how municipal policies, programs, and services affect youth, and challenge the areas where they can do better.

Equitable Hiring and Promotion Practices

- The City of Toronto has adopted blind recruitment practices and diversity hiring targets to promote equity in its workforce.
- The City of Saskatoon has an employment equity plan, monitored, and approved by the Saskatchewan Human Rights Commission.
- The City of Calgary has hired Equity, Diversity, and Inclusion Advisors for recruitment panels (e.g., General Managers, Green Line Board and other positions)