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CANADA



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 Oppression Division is a direct result of that acknowledgement.

# Anti-Racism and Anti-Oppression Framework

2022



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## 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 Haudenosaunee.

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

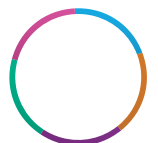


Being invited to join the City of London's efforts to eradicate systemic racism and oppression is an absolute privilege for me. Having the opportunity to intentionally bring in diverse talent to support this work has resulted in the development of this framework.

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.





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# 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.



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# 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)



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)

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?





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?**

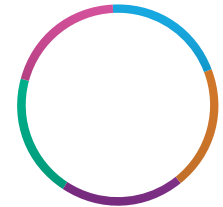




## Did you know?

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](mailto:arao@london.ca) with questions or to book a consult.

## Anti-Racism and Anti-Oppression





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