

File No.: 04-1000-20-2022-314 – Phased Release (Part 2 of 2)

January 9, 2023

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the “Act”)**

I am responding to your request of June 8, 2022 under the ***Freedom of Information and Protection of Privacy Act (the Act)*** for:

The contract (including description of deliverables) with Bakau Consulting regarding their supply of Equity, Diversity and Inclusion Training, the report justifying the direct award contract, and related PowerPoint presentation, invoices, and proofs of payment.

Further to our initial phased release provided to you on October 4, 2022, please find attached all remaining responsive records. Some information in the records has been severed (blacked out) under s.15(1)(l) and s.22(1) of the Act. You can read or download these sections here: http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00.

Under section 52 of the Act, and within 30 business days of receipt of this letter, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (#04-1000-20-2022-314); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

[Signed by Cobi Falconer]

Cobi Falconer, MAS, MLIS, CIPP/C
Director, Access to Information & Privacy
cobi.falconer@vancouver.ca
453 W. 12th Avenue Vancouver BC V5Y 1V4

If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. Or you can call the FOI Case Manager at 604-871-6584.

Encl. (Phased Release Records Package)

:kt

From: [Honrado, Lara](#)
To: [Zak, MaryClare](#); [Sumter-Freitag, April](#); [Hurford, Dianna](#); [Rudder, Adam](#); [Maina, Naomi](#)
Cc: [Howell, Taryn](#)
Subject: Anti-Black racism workshop #1 follow up & meeting request
Date: Wednesday, October 30, 2019 1:40:00 PM
Attachments: [Anti-black Racism Workshop - Quiz, City-SadieK.pdf](#)
[Taking on Anti-Black Racism finalpj.pdf](#)
[Resources - Taking On AntiBlack Racism - 21Oct 2019.pdf](#)
[Anti-black Racism Workshop - Evaluation, City-SadieK.doc](#)
Importance: High

Hi folks,

See note below. Taryn is copied on this message and can hopefully schedule a debrief + follow up call amongst us as internal staff before the end of this week to map out next steps.

From: Parker Johnson [mailto:[s.22\(1\)](#)]
Sent: Monday, October 28, 2019 11:08 AM
To: Honrado, Lara; Sumter-Freitag, April
Cc: Sadie Kuehn; Cicely Blain
Subject: follow-up materials and feedback

Hi Folks,

Here are some follow-up materials to share with the participants. We had evaluations for feedback, but they were not able to be distributed before folks left. We've attached it for folks to complete and email to us or print and return to you, if people want to maintain anonymity.

We have unfortunate and unavoidable conflicts on November 12. Are there other dates in November or December which could work? I truly apologise for the inconvenience. Also we are still interested in meeting with the Black staff and/or reading the report from the focus group interview report with racialized and Indigenous staff before the next session.

Thanks,
Parker

Parker Johnson
cell [s.22\(1\)](#)

I acknowledge that I live on the unceded territories of the skwxwú7mesh (Squamish), selfiwitulh (Tseil-Waututh), and xʷməθkʷəy̓əm (Musqueam) nations.

Pronouns: he/him/his

Taking on Anti-Black Racism Workshop Quiz - 21 October 2019

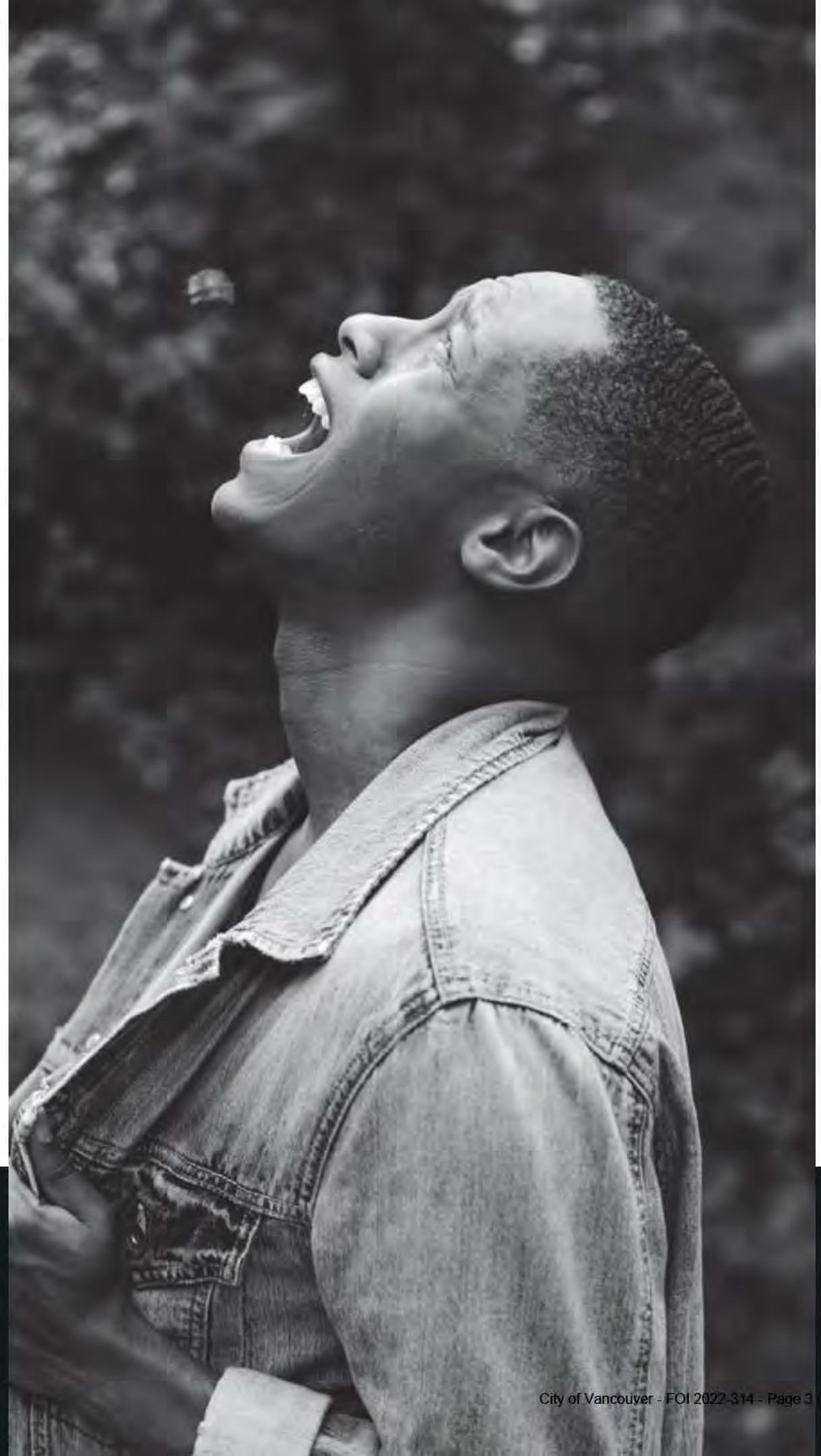
1. Wendy Grant-John is a noted _____ .
2. Elected three times as Chief of the Musqueam First nation. She was the first woman elected regional vice-chief of the Assembly of First Nations
3. The first known Black person to land in what is now Canada – arrived sometime in the early 1600's, with Samuel de Champlain
4. Who was the first governor of this territory? First Vancouver Island, then in 1858 he was named governor of British Columbia
5. What is the name of the ship, which brought a group of Black settlers, from California in the mid 1800's,, to what is now Vancouver Island.
6. What is the name of the community in Vancouver, which was displaced by the building of the Georgia viaduct?
7. Marcus Mosley, Leon Bibb, Zaki Ibrahim, Eleanor Collins are well know _____.
8. Name an early leader of the Green Party in B.C, who is of mixed descent?
9. Name two Black Vancouver politicians, elected in B.C in the 1980's
10. Who is the only Black person to lead major civic political party in B.C. and elsewhere in Canada.
11. There is a street name in Gastown/Railtown named after one of the early Black settler family's to this territory. What is it?
12. Deas Island and once tunnel, was named after who ? What is he known for establishing in B.C.?

CITY OF VANCOUVER
ARTS, CULTURE & COMMUNITY SERVICES

Taking on Anti-Black Racism

Designed by Sadie Keuhn, Parker Johnson,
Cicely Belle Blain

October 21st, 2019



We are on stolen
Indigenous
lands, namely of
the Musqueam,
Squamish and
Tsleil-Waututh
First Nations.



The Presenters

SADIE KEUHN

Consultant

SHE/HER



The Presenters

PARKER JOHNSON

Consultant

HE/HIM



The Presenters

CICELY BELLE BLAIN

Consultant

THEY/THEM, SHE/HER

Workshop

OUTLINE



BLACK HISTORY

Prepare for your Black history knowledge to be tested through a historical quiz.

THE WISDOM OF NINA SIMONE

Investigate the meaning behind a classic tune.

UNPACKING CURRENT AFFAIRS

Look to contemporary media for examples of anti-Black racism.

WHAT DOES THE DATA SAY?

Let the numbers do the talking.

THE IMPACTS OF ANTI-BLACKNESS

Being Black in Vancouver is not easy.



INTRODUCTIONS

Name
Pronouns
Ancestry
Role at CoV

Black History Quiz

ANSWERS

QUESTION 1

Who was the first woman elected regional vice-chief of the Assembly of First Nations?

Wendy Grant-John

QUESTION 2

Who was the first known Black person to land in what is now Canada?

Matthieu De Costa

QUESTION 3

Who was the first governor of this territory?

Sir James Douglas

Black History Quiz

ANSWERS

QUESTION 4

What is the name of the ship that brought a group of Black settlers from California?

The Commodore

QUESTION 5

Which Black community was displaced by the Georgia Viaduct?

Hogan's Alley

QUESTION 6

Marcus Mosley, Leon Bibb, Zaki Ibrahim, Eleanor Collins are well known....

BC Musicians

QUESTION 7

Name an early leader of the Green Party in B.C, who is of mixed descent?

Stuart Parker

Black History Quiz

ANSWERS

QUESTION 8

Name two Black Vancouver politicians, elected in B.C in the 1980's.

Rosemary Brown, Emery Barnes

QUESTION 9

Who is the only Black person to lead major civic political party in B.C. and Canada.

Sadie Keuhn

QUESTION 10

There is a street name in Gastown/Railtown named after one of the early Black settlers. What is it?

Alexander Street

QUESTION 11

Deas Island and once tunnel, was named after who ?

John Sullivan Deas

The first cannery

Reflections

How did it feel to answer those questions?

How come we know so little about black bc history?

What were your ancestors doing?

Why is it important to know black history?



Nina Simone

Turning Point



What was this
song about?

What parallels
might we draw to
the black
experience in
vancouver?

Reflections

CURRENT AFFAIRS

Mapping anti-Blackness
in contemporary
Canada.

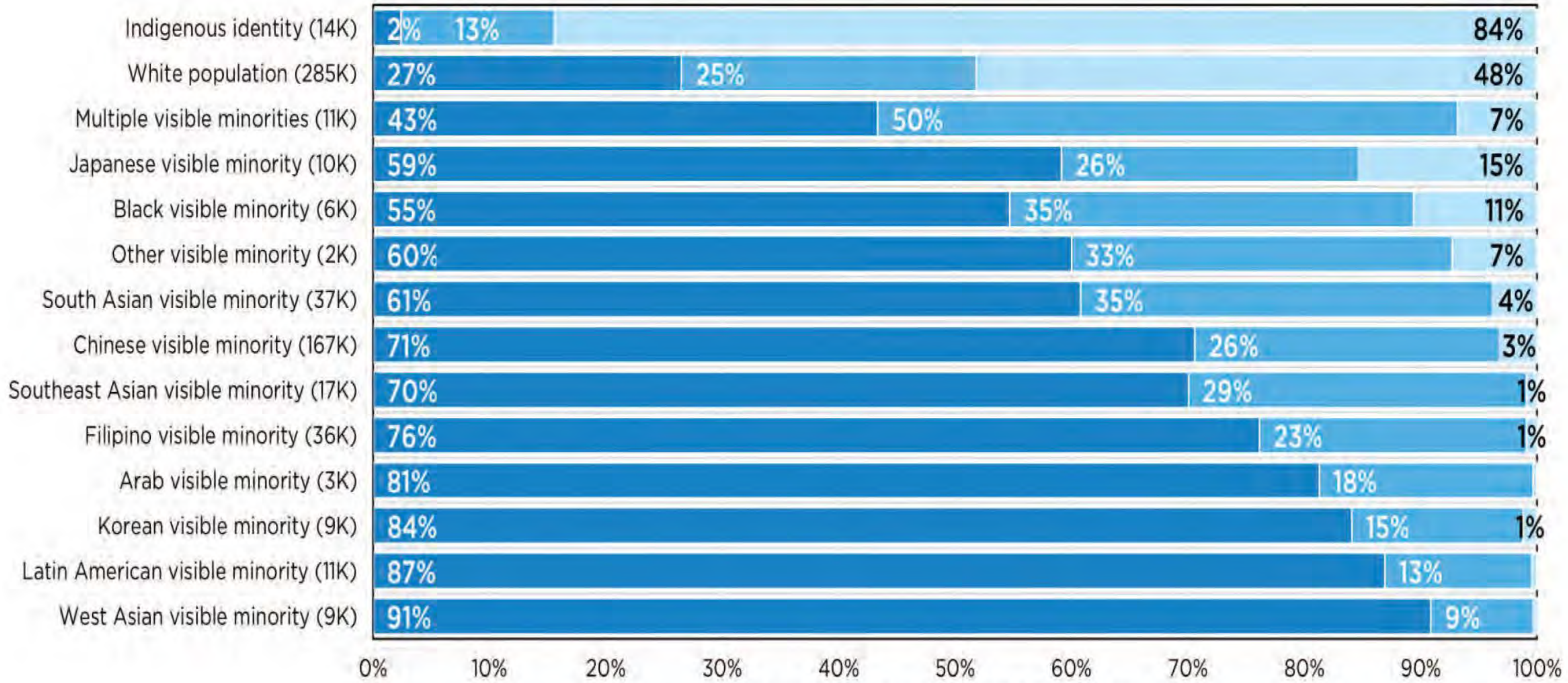




BREAK

City of Vancouver Population by Indigenous Identity, Visible Minority and Generation in Canada, 2016

- First generation (Born outside Canada)
- Second generation (Parent(s) born outside Canada)
- Third or more generation (Parents born in Canada)



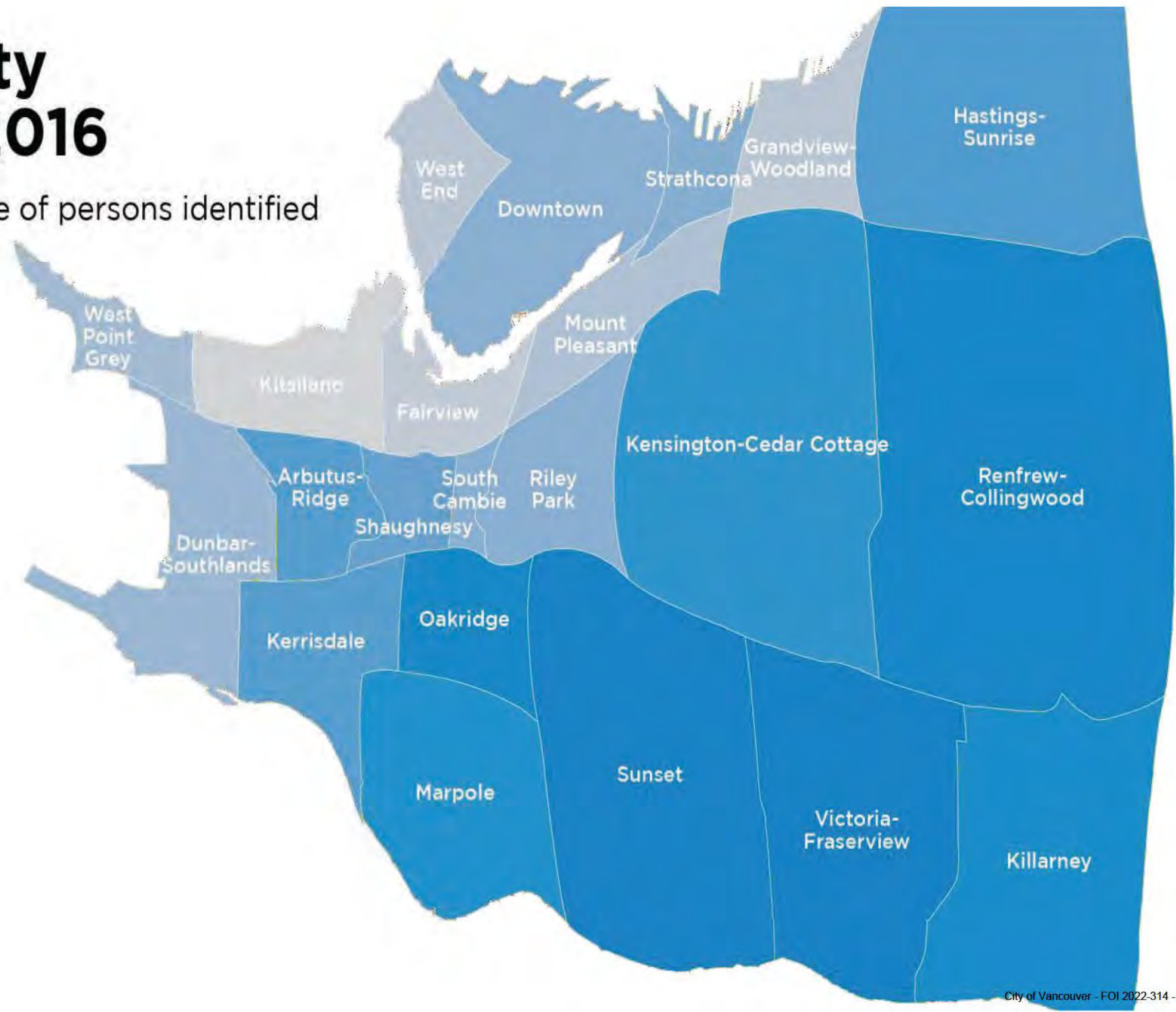
Data Source: Statistics Canada, 2016 Census of Population
 Target group profile accessed through Community Data Program, Canadian Council on Social Development

Visible minority populations, 2016

Shading indicates percentage of persons identified in a visible minority group:

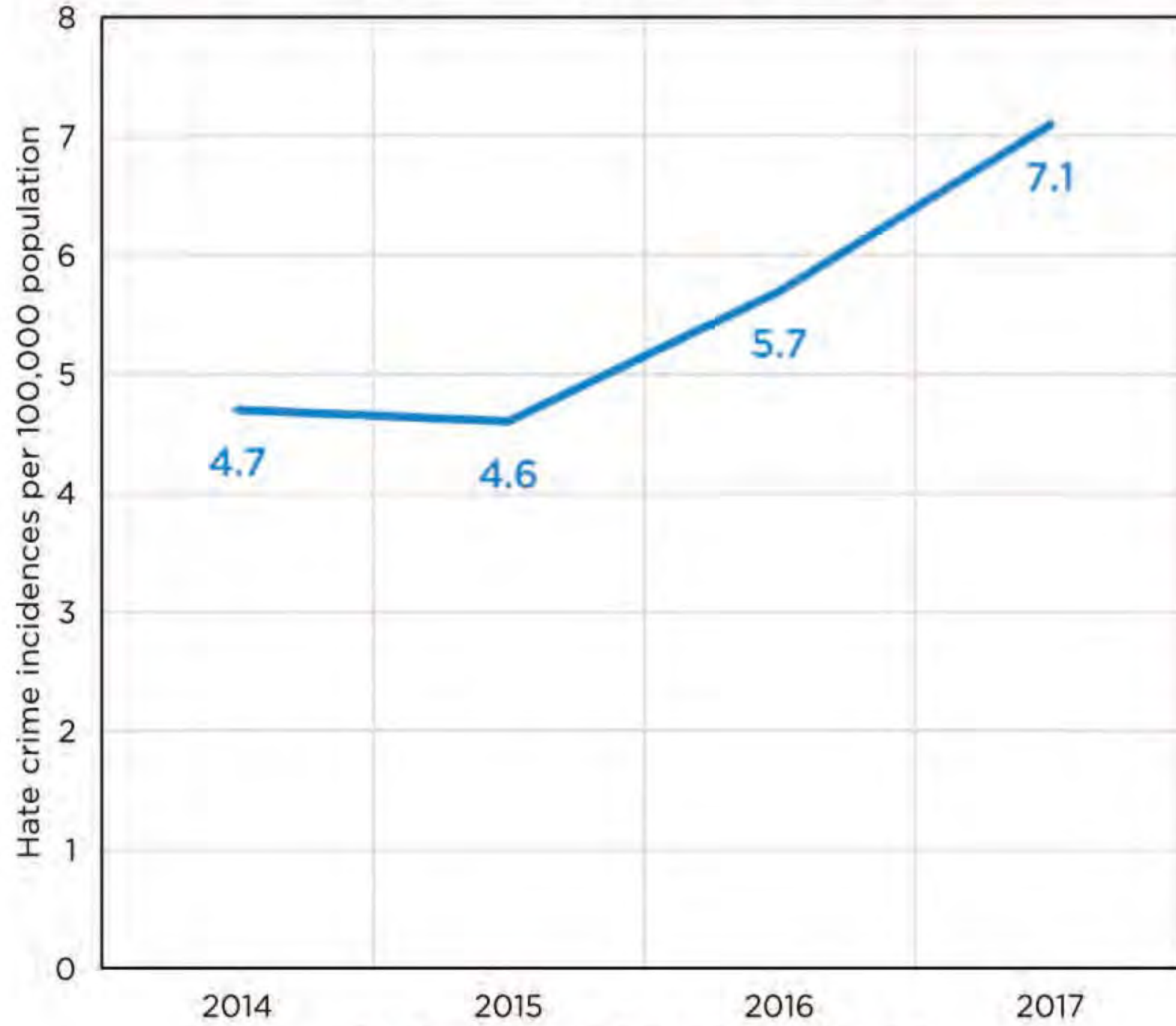


The map is geographically distorted to indicate the relative density of persons in a visible minority group in each local area.



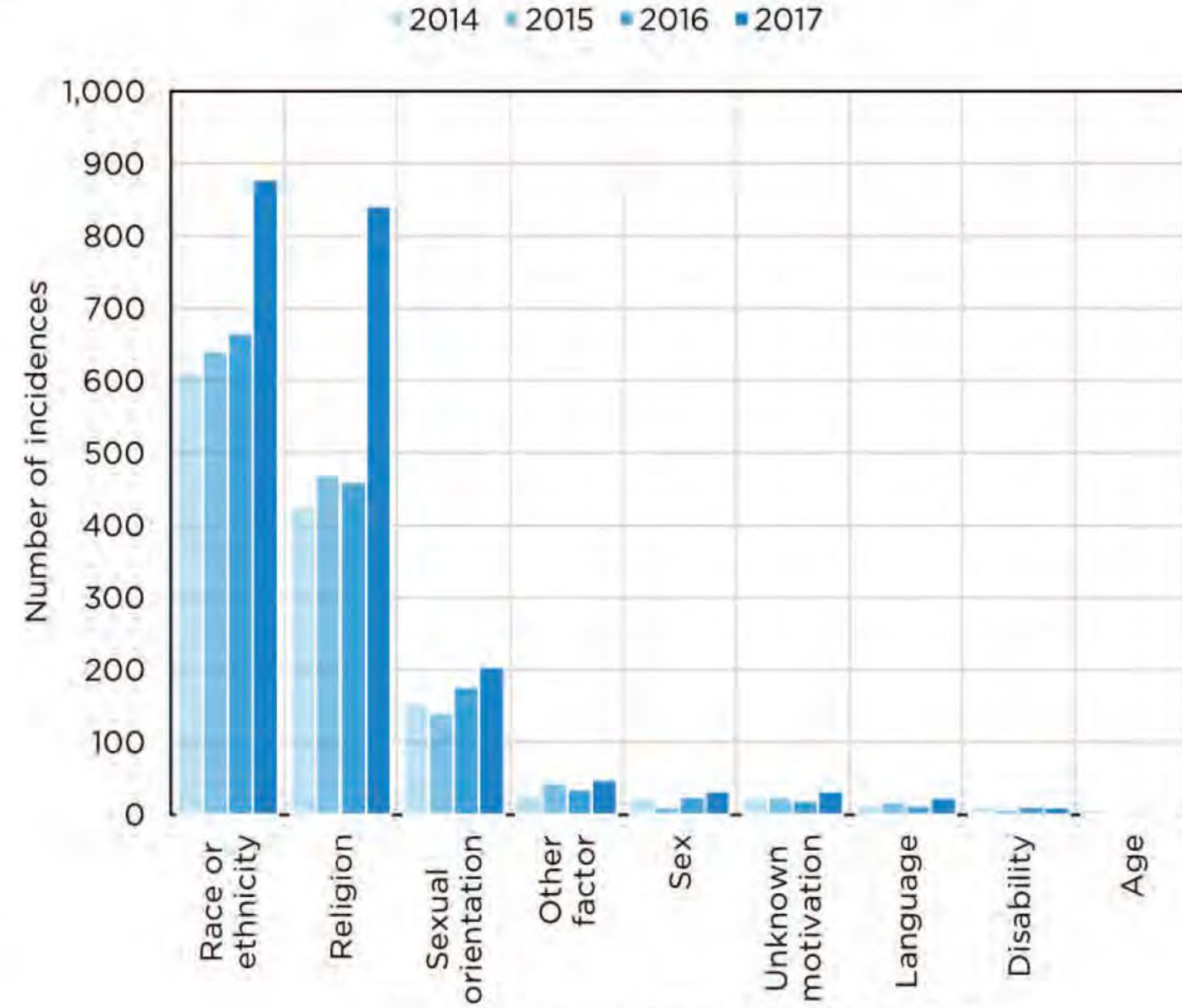
↑
N
Data Source: Statistics Canada, 2016 Census of Population

Rate of Police-Reported Hate Crime in Metro Vancouver, 2014-2017



Data Source: Statistics Canada, Table 35-10-0191-01

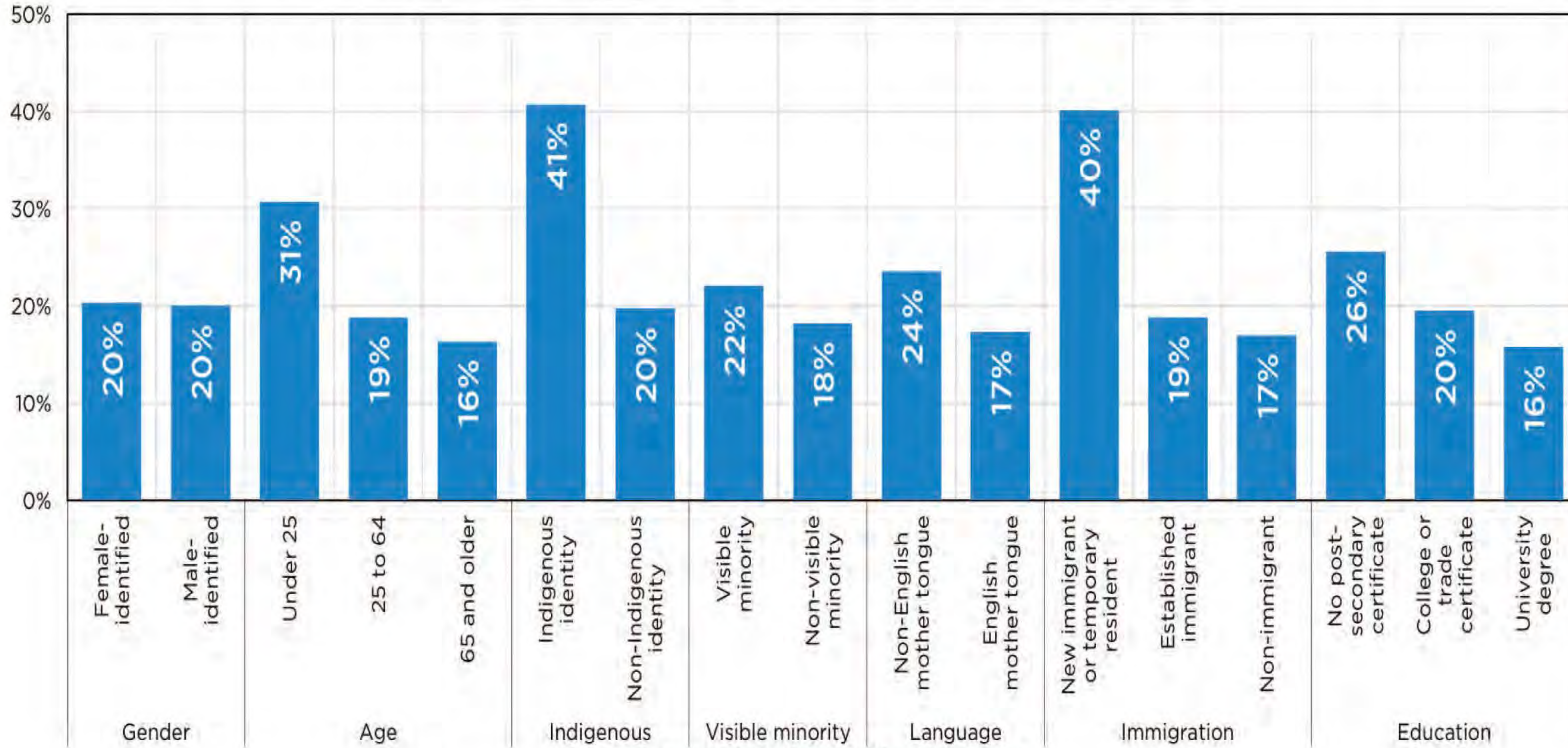
Police-Reported Hate Crimes in Canada by Motivation, 2014-2017



Data Source: Statistics Canada, Table 35-10-0066-01

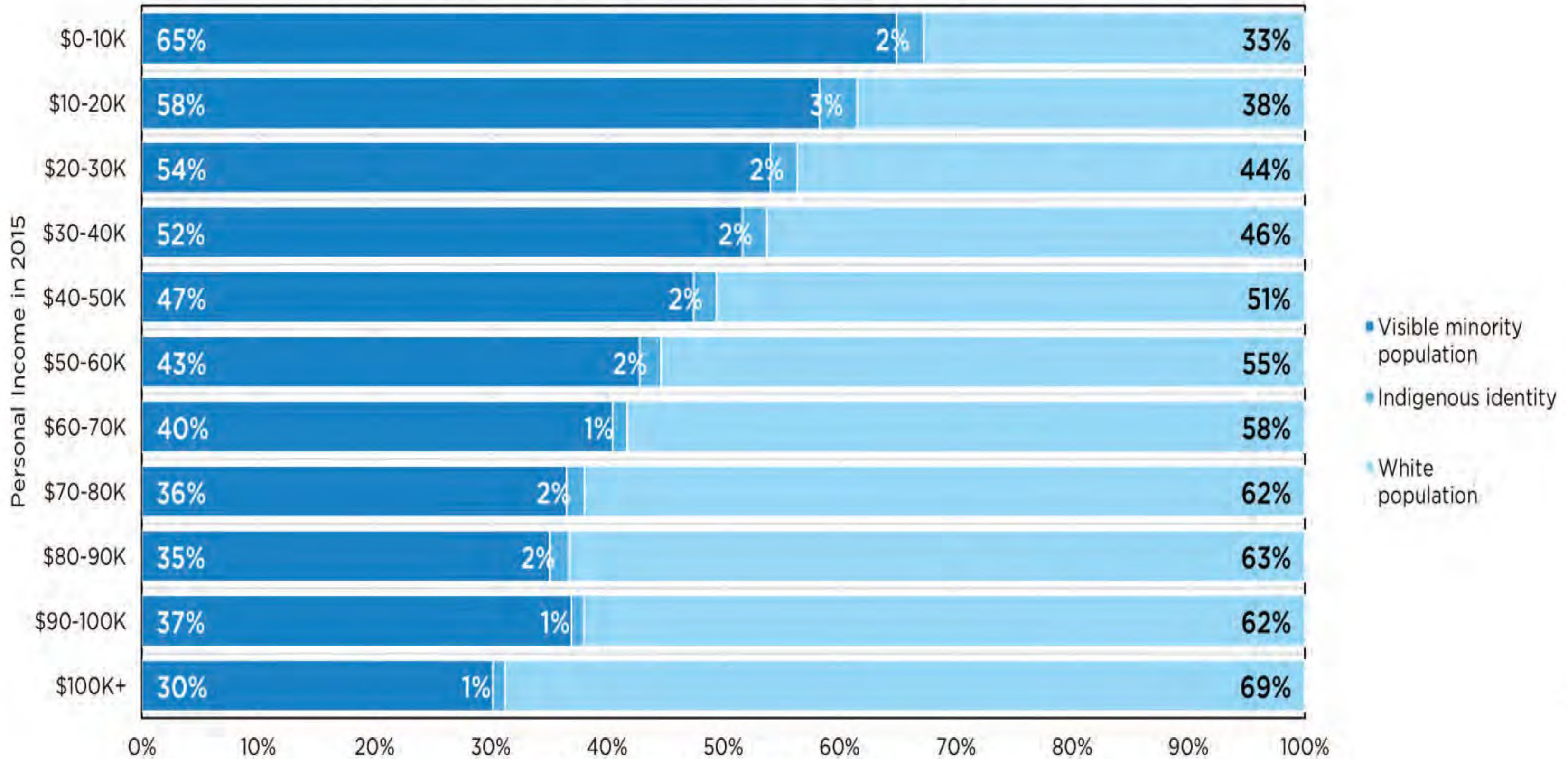
City of Vancouver Poverty Rate by Selected Demographic Groups, 2016

Percentage of Persons with Family Income Below Market Basket Measure



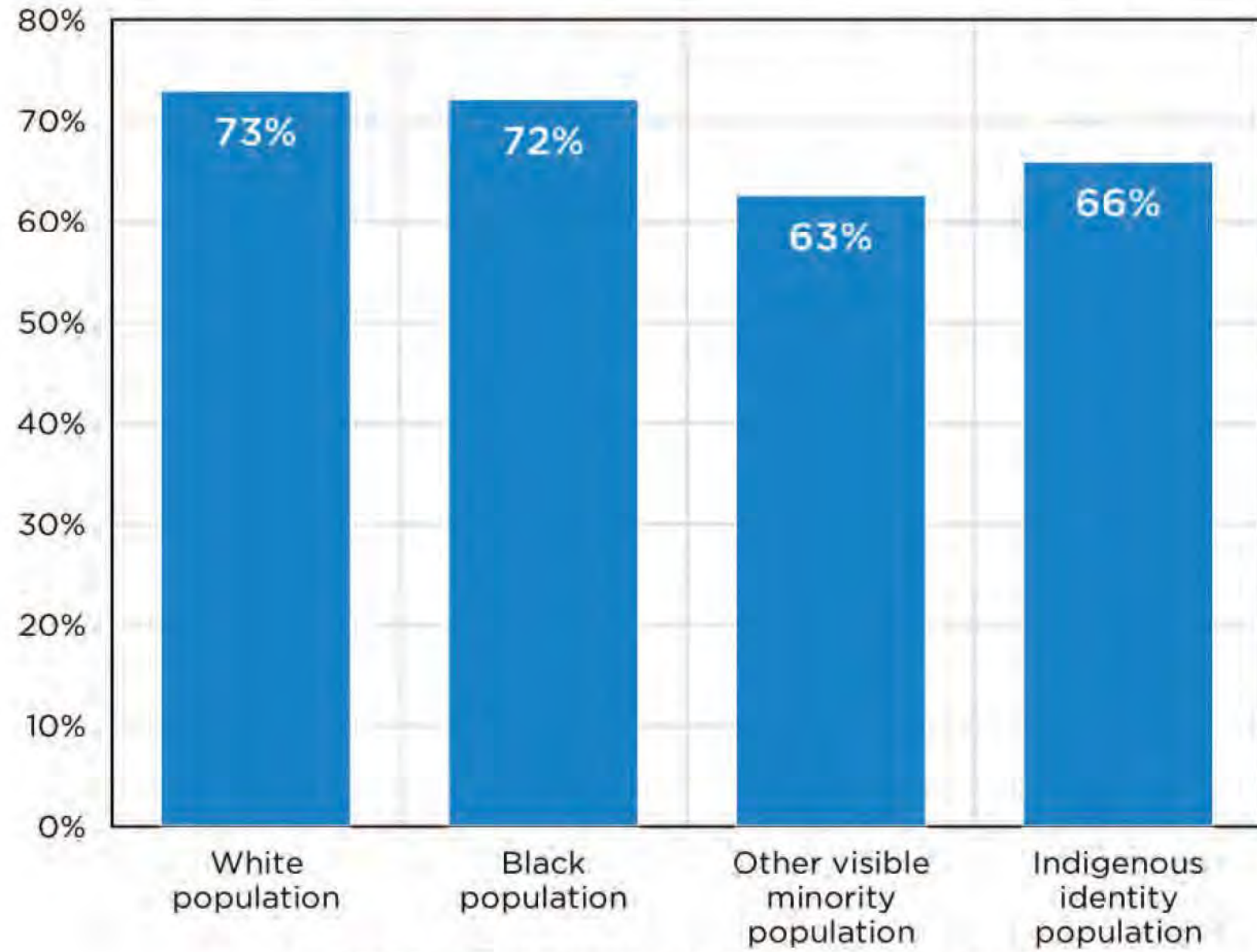
Data Source: Statistics Canada, 2016 Census of Population
 Target group profile accessed through Community Data Program, Canadian Council on Social Development

City of Vancouver Population by Personal Income Bracket Distribution by Indigenous and Racialized Groups, 2016



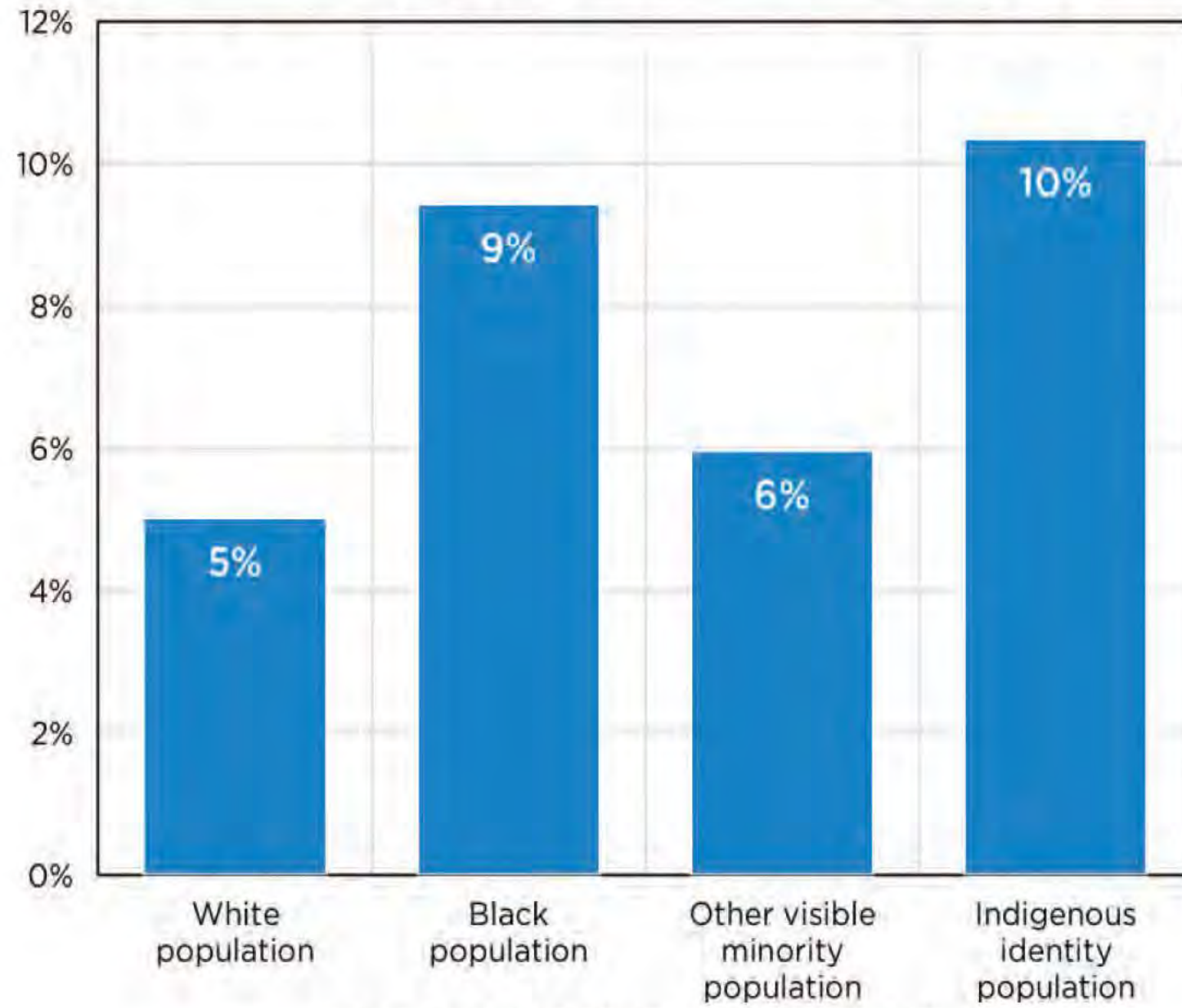
Data Source: Statistics Canada, 2016 Census of Population
Target group profile accessed through Community Data Program, Canadian Council on Social Development

Labour Force Participation Rate by City of Vancouver Population Group, 2016



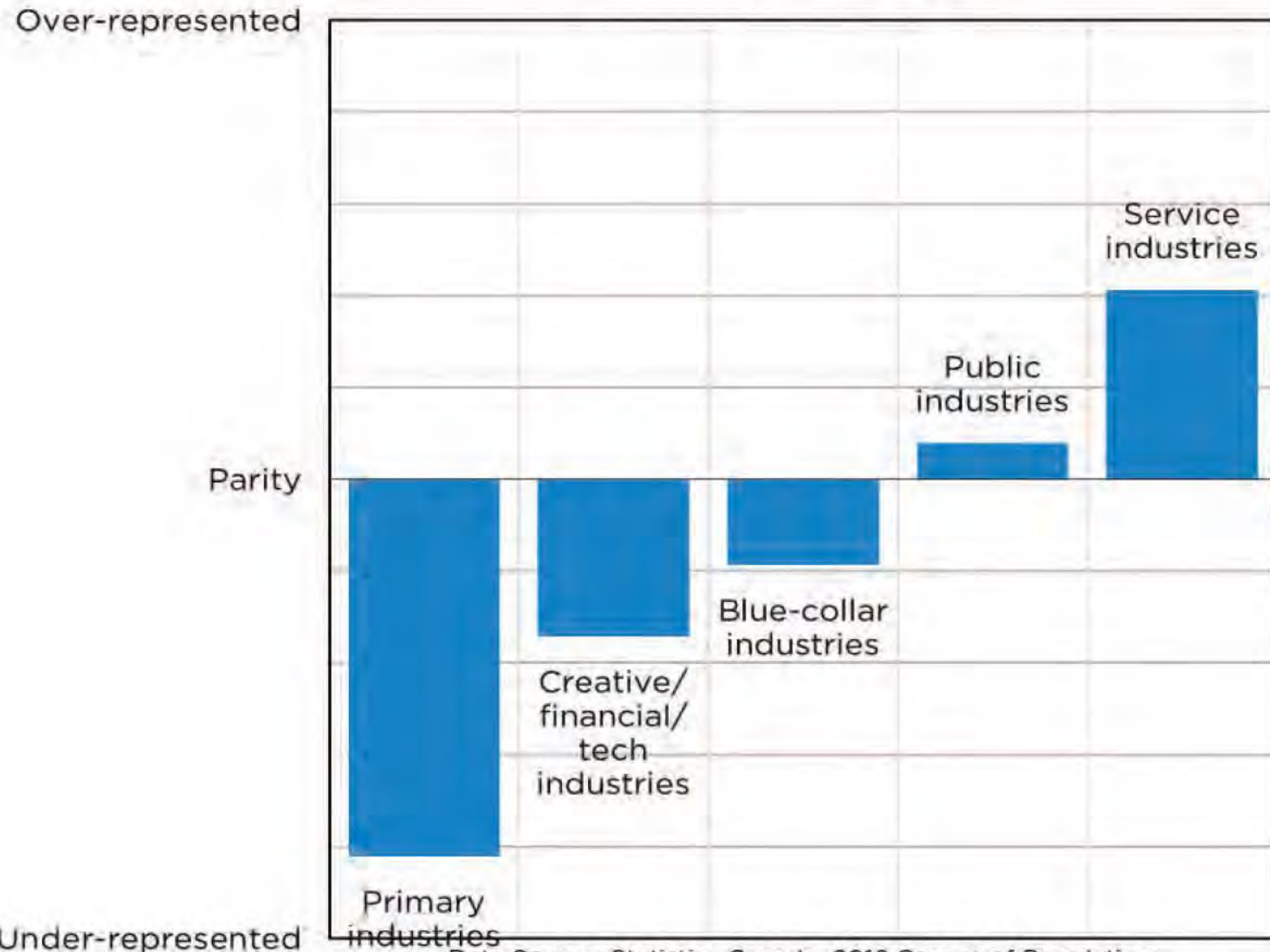
Data Source: Statistics Canada, 2016 Census of Population
Target group profile accessed through Community Data Program,
Canadian Council on Social Development

Unemployment Rate by City of Vancouver Population Group, 2016



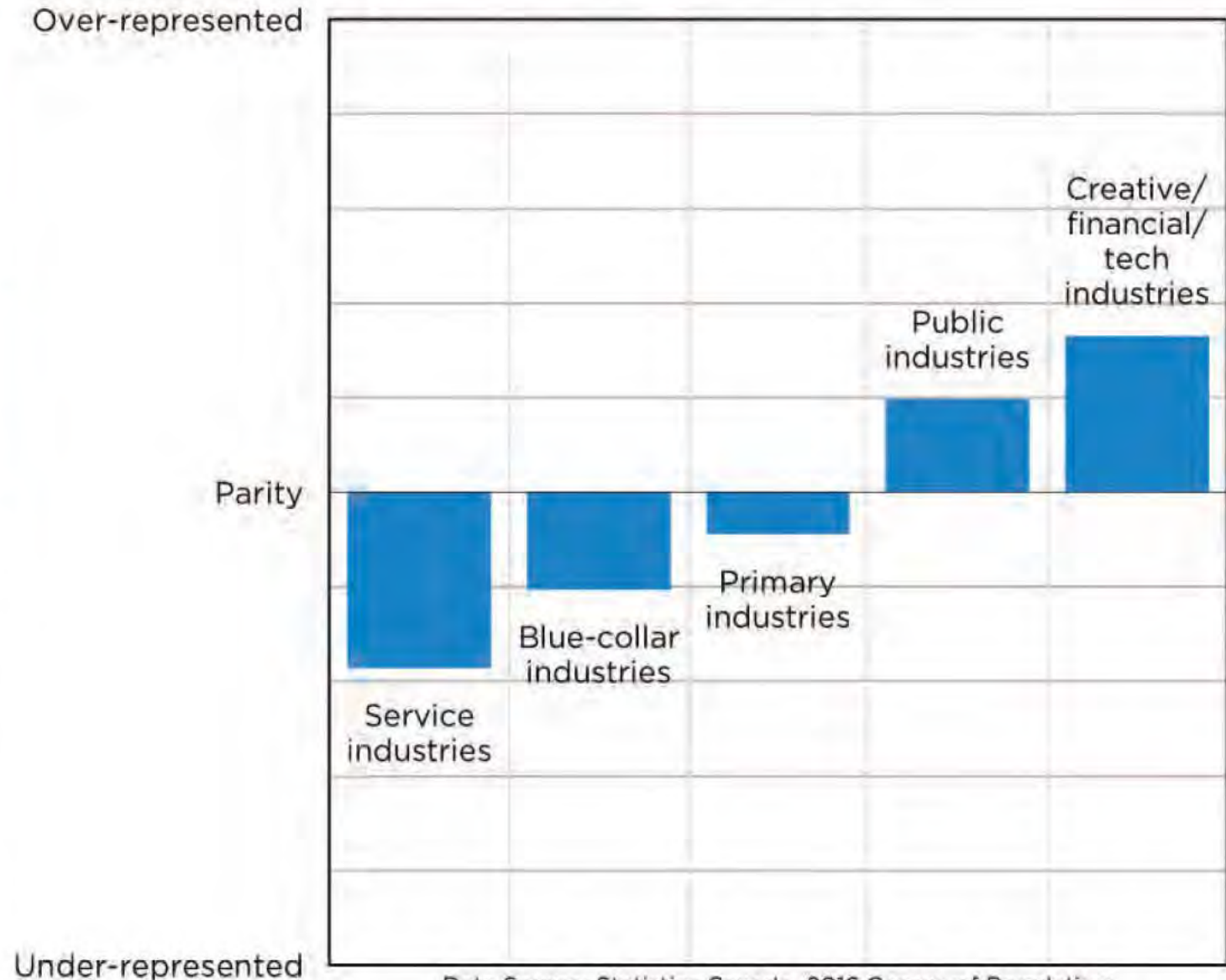
Data Source: Statistics Canada, 2016 Census of Population
Target group profile accessed through Community Data Program,
Canadian Council on Social Development

Industry Categories by Representation of Black Labour Force, 2016



Data Source: Statistics Canada, 2016 Census of Population; target group profile accessed through Community Data Program, Canadian Council on Social Development

Industry Categories by Representation of White Labour Force, 2016



Data Source: Statistics Canada, 2016 Census of Population; target group profile accessed through Community Data Program, Canadian Council on Social Development

What is Black culture?



**OVERT
WHITE SUPREMACY
(Socially Unacceptable)**

Lynching

Hate Crimes Swastikas

KKK

Burning
Crosses

The N-Word

Racial Slurs

Racist Jokes

Neo-Nazis

**COVERT
WHITE SUPREMACY
(Socially Acceptable)**

"Make America Great
Again"

Hiring Discrimination

Police
murdering POC

School-to-Prison
Pipeline

Confederate
Flags

Discriminatory Lending

Racial Profiling

Not Believing
Experiences of POC

Mass Incarceration

Paternalism

Assuming that Good
Intentions are Enough

Virtuous Victim
Narrative

Euro-centric Curriculum

Anti-Immigration
Policies/Practices

Denial of White
Privilege

English-only Initiatives

Housing
Discrimination

Fearing People of Color

Self-appointed
White Ally

Expecting POC to
Teach White People

Believing we are
"Post-Racial"

"Don't blame me, I
never owned slaves"

Celebration of
Columbus Day

Denial of
Racism

"But what about me?"

"But we're just one
human family"

Bootstrap Theory

Blaming the Victim

Cultural Appropriation

Tokenism

Racist Mascots

Claiming Reverse
Racism

Not Challenging
Racist Jokes

Colorblindness

"It is just a joke!"

White Savior Complex

SADIE KEUHN

PARKER JOHNSON

<https://www.elevate-inclusion.com>

@parkerj50

CICELY BELLE BLAIN

www.cicelyblainconsulting.com

@cicelyblainconsulting

Thank you!

SEE YOU FOR WORKSHOPS

#2 AND #3!

Taking on Ant-Black Racism – Workshop 1 (21 October 2019) City of Vancouver

Resources

Websites

<https://www.racialequitytools.org/resourcefiles/olson.pdf> (detour spotting)

<http://www.dismantlingracism.org/uploads/4/3/5/7/43579015/whitesupcul13.pdf> (dismantling white supremacy culture)

<https://medium.com/@elasp/the-pyramid-of-white-supremacy-25e31efea506> (pyramid of white supremacy)

<http://siba-ese.unisalento.it/index.php/cpgp/article/view/18686/16742> (queer anti-Black racism)

<http://psacunion.ca/racism-and-anti-black-racism-must-end> (psac union - Racism and Anti-Black Racism Must End)

<https://libjournal.uncg.edu/ijcp/article/viewFile/249/116> (white fragility)

Books

Wretched of the Earth by Franz Fanon

Black Skin, White Mask by Franz Fanon

Back to Black by Kehinde Andrews

Black Life by Rinaldo Walcott and Idil Abdillahi

Policing Black Lives by Robyn Maynard

The African Diaspora in Canada edited by Wisdom Tettey and Korbla Pupilampu

Displacing Blackness by Ted Rutland

Outer Harbour by Wayde Compton

Everyday Racism: Reports from Women of Two Cultures by Philomena Essed

Unapologetic: A Black, Queer, and Feminist Mandate for Radical Movements by Charlene Carruthers

**Taking On Anti-Black Racism
Workshop 1 – October 21, 2019
Evaluation Form**

1) What did you experience as most helpful and challenging about today's workshop?

2) Was there anything that you did not care for?

3) Is there anything that you would like to see added to this first of three workshop?

4) Any other comments, concerns, or questions? Suggestions for workshop 2?

Please email your response to sadiekuehn@gmail.com

Thanks you!

Developed by Sadie Kuehn for City of Vancouver – Taking on Anti-Black Racism

From: [Honrado, Lara](#)
To: [adam rudder](#)
Cc: [mumbi s.22\(1\)](#); [Maina, Naomi](#); [Howell, Taryn](#)
Subject: Anti-Black racism workshop #1 invites
Date: Wednesday, October 16, 2019 11:22:40 AM
Attachments: [AttachedImage](#)
[AttachedImage](#)
[AttachedImage](#)

@Adam, thank you for this.

@Mumbi, can you please reformat and send to me as an email with the City Manager's message attached (with copy to Taryn) so Sandra can review and send to participants?

@Taryn, can you please assist with sharing the list of invited, accepted and declined with Adam, Mumbi and April Sumnter-Freitag? We need to confirm participants and their ability to attend all three workshops. Also please confirm the date and location of workshop #2 is Nov 12. Lastly, please work with Sarah Pickstone to confirm a date in late Jan 2020 for workshop #3 (not a Council week, when Sandra is available)

Thank you,
Lara

Sent from my iPad

On Oct 15, 2019, at 10:51 PM, adam rudder <ajrudder@thereluctantethnographer.com> wrote:

Hello,

Please find a couple of the ABR Workshop invitation letter attached to this link. I have attached this way so that I can quickly make changes in the morning if need be.

@Mumbi, could you add the dates of the 2 and 3rd meeting. I have been searching through my emails and am entirely unable to find it. Give me a call in the morning if you have any trouble accessing this word file, I will be free before my class starts at 9am. Best, Adam.

<AttachedImage> This link only works for the direct recipients of this message.

<AttachedImage> ar ABR-Workshop_Letter-to-Staff

Open

<AttachedImage>

Microsoft respects your privacy. To learn more, please read our [Privacy Statement](#).
Microsoft Corporation, One Microsoft Way, Redmond, WA 98052

From: [Honrado, Lara](#)
To: [Sumter-Freitag, April](#); [Parker Johnson](#)
Subject: Anti-black racism workshop participants - workshop 1
Date: Friday, August 23, 2019 1:31:27 PM
Attachments: [image004.png](#)
[image005.png](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)

Hi April and Parker,

Further to our last meeting, I am sharing with you the org chart for Arts, Culture and Community Services, where the anti-Black racism workshops will initially be situated.

For the workshops, it sounded like we landed on the following plan for 3 workshops:

TBD – pre-workshop consultation with Black staff
[Oct 21](#) – Workshop #1 for Senior Managers & Leaders
[Nov 21](#) – Workshop #2 for Indigenous/POC/Racialized staff
[Jan 23](#) – Workshop #3 for all groups together

Each of the workshops would be 3.5 hours. Above may include check-in meetings and supports for Black staff throughout the process.

Is that the shared understanding? If so, **please let me know your thoughts about which leaders and managers need to participate in workshop 1.** This could include senior planners working on Hogan's Alley (not shown in the org charts below) as well.

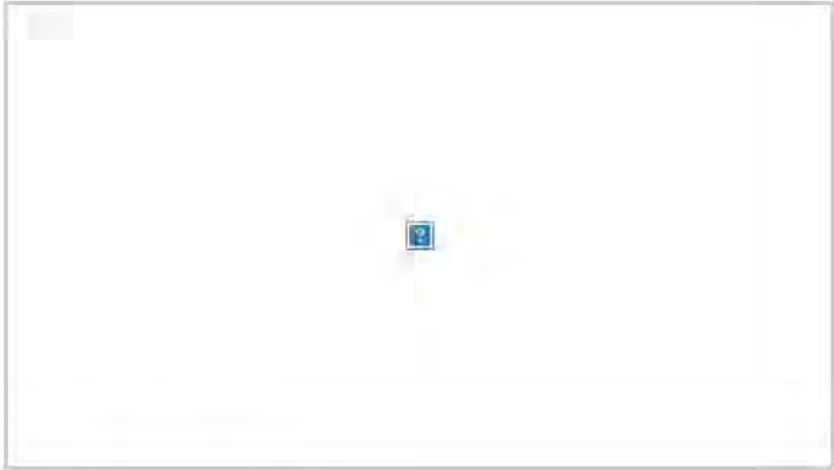
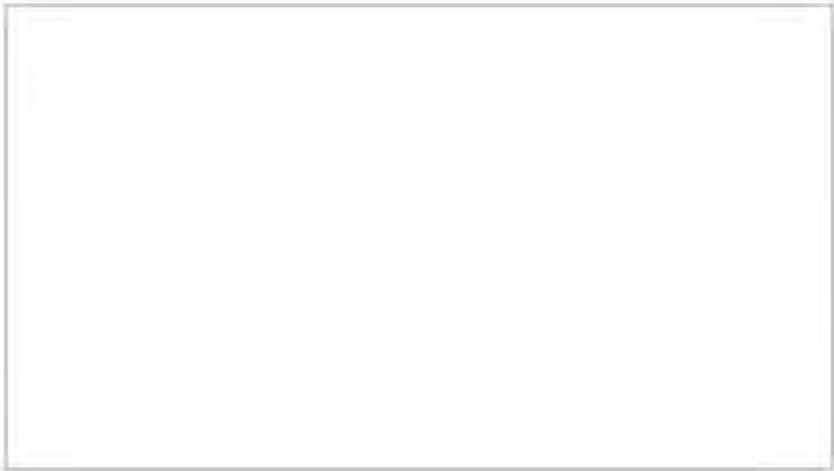
If the above approach is not the shared understanding, please chime in. I defer to the consultant team and April for your advice on this approach.

Thank you,
Lara

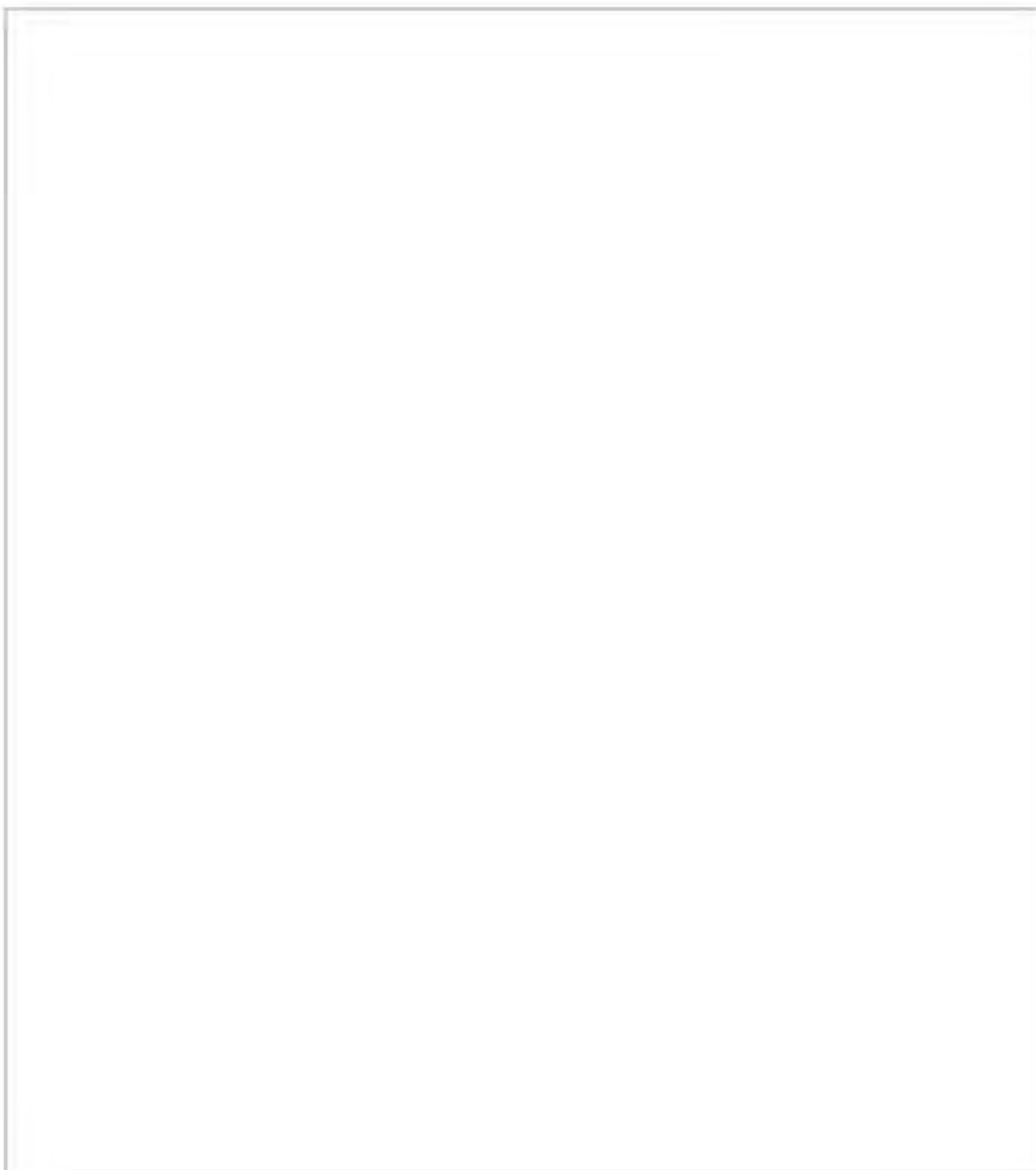
Sent from my iPad

Begin forwarded message:

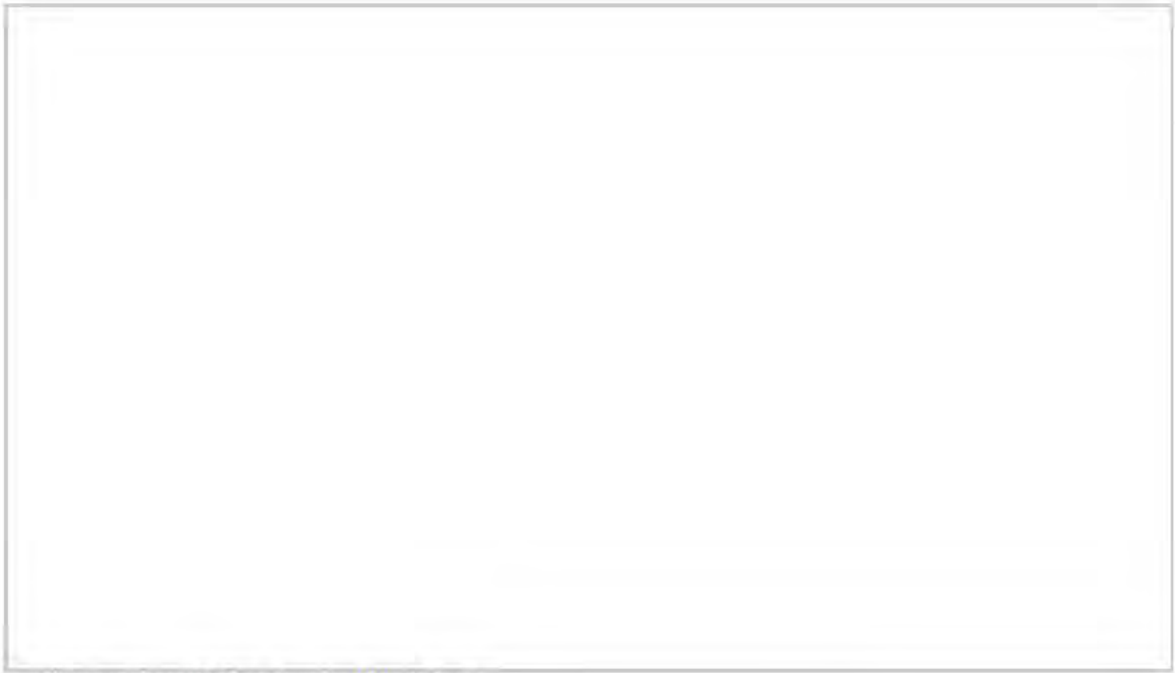
From: "Howell, Taryn" <Taryn.Howell@vancouver.ca>
Date: August 23, 2019 at 1:16:35 PM PDT
To: "Honrado, Lara" <Lara.Honrado@vancouver.ca>
Subject: **Organizational Charts - ACCS**



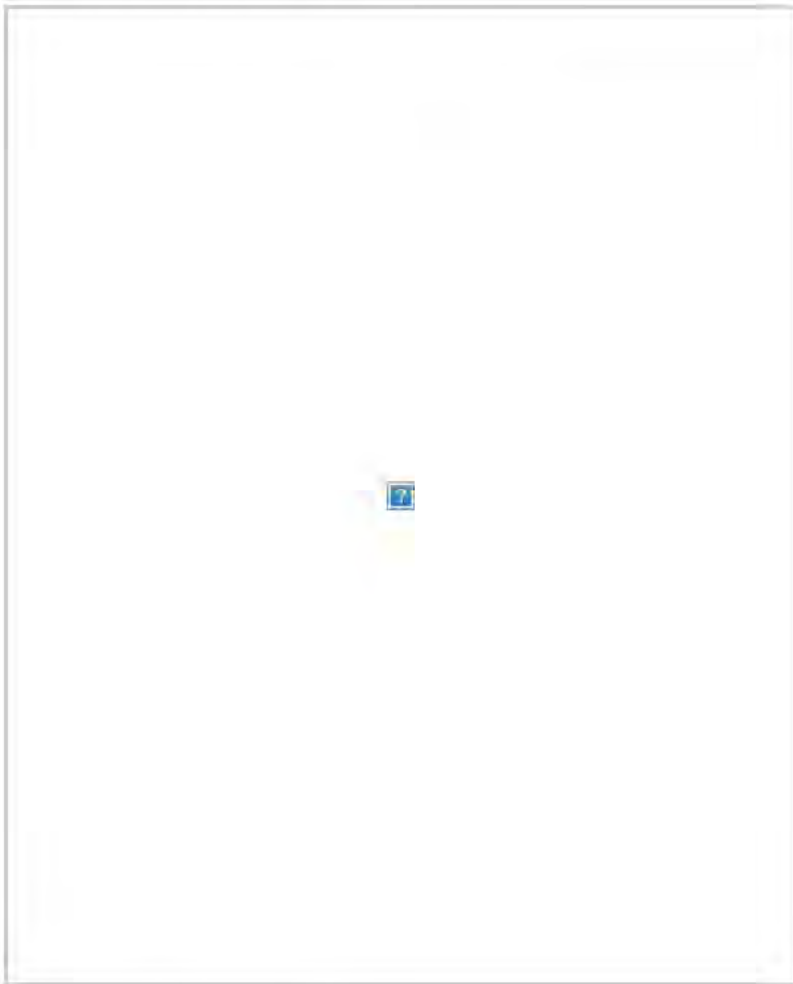
City of Vancouver Org Chart:



ACCS Organization Chart:



Another version of ACCS Organizational Chart:



Taryn Howell, Executive Assistant

Cultural Services, City of Vancouver

Pronouns: she/her/hers

taryn.howell@vancouver.ca

604-873-7451

Woodward's Heritage Building, 111 West Hastings Street, Suite 501, Vancouver, BC V6B 1H4

Acknowledging the unceded homelands of the Musqueam, Squamish and Tsleil-Waututh peoples

Be part of the [Creative City Strategy conversation!](#)

Subscribe [VanCulture Email Listserv](#)

Web <http://vancouver.ca/culture>

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Twitter [@VanCultureBC](https://twitter.com/VanCultureBC)

Instagram [@vanculturebc](https://www.instagram.com/vanculturebc)

Public Art Blog <http://ourcityourart.wordpress.com/>



The Community

Vancouver Library Board

Vancouver Police Board

Board of Parks and Recreation

Mayor and City Council
Mayor Kennedy Stewart
City Councillors

Office of the City Manager

Arts, Culture, and Community Services

Development, Buildings, and Licensing

Finance, Risk, and Business Planning

Human Resource Services

Planning, Urban Design, and Sustainability

Civic Engagement and Communications

Engineering Services

Fire and Rescue Services and Emergency Management

Legal Services

Real Estate and Facilities Management

Arts, Culture, and Community Services ✕

Cultural Services

- Manages the City's public art program

Housing Delivery and Operations

- Applies the City's housing strategy

Affordable Housing

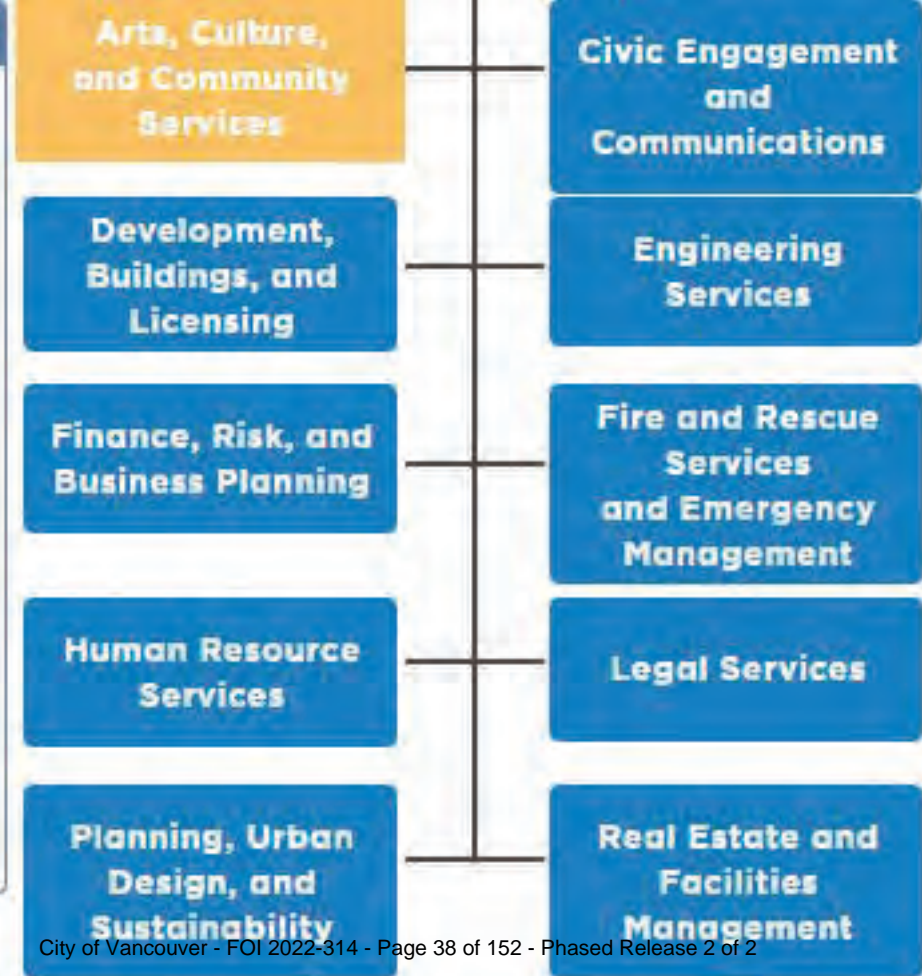
- Helps build healthy communities

Social Policy and Projects

- Awards grants to community organizations

Vancouver Civic Theatres (VCT)

- Operates City theatres



City of Vancouver

Arts, Culture and Community Services

General Manager's Office - Arts, Culture and Community Service

Cultural Services

...Cultural Spaces and Infrastructure - Cultural Services

...Grants, Awards and Support Programs

...Public Art - Cultural Services

...Financial Services (ACCS)

Homelessness Services and Affordable Housing Programs

...Homelessness Services

Non-Market Housing and Social Operations

...Carnegie Community Centre

...Evelyne Saller Community Centre

...Gathering Place Community Centre

...Mountain View Cemetery

Non-Market Operations

Lodges and Residences

Operations, Planning and Program Management

...Partner Agreements

...Social Policy and Projects Division

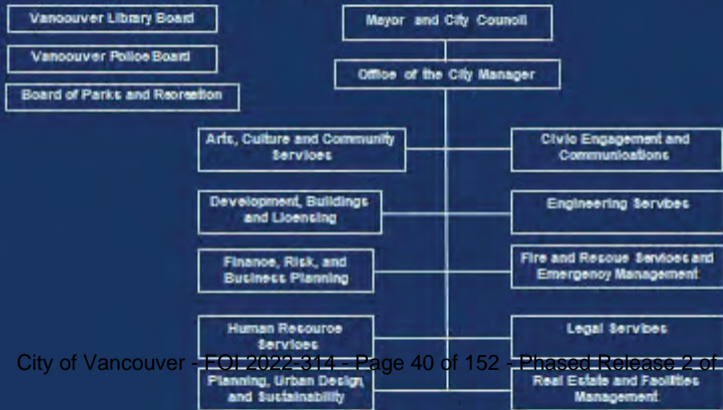
Vancouver Civic Theatres (VCT)

Orpheum Theatre

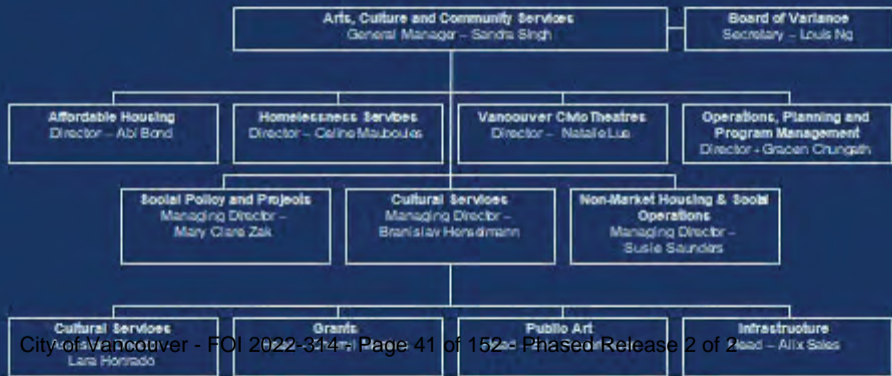
Queen Elizabeth Theatre

Vancouver Playhouse Theatre

Overview: Organizational Structure



Overview: ACCS Structure



From: [Cicely Blain](#)
To: [Honrado, Lara](#)
Cc: [Maina, Mumbi](#); [Hurford, Dianna](#)
Subject: [EXTERNAL] Re: Invoice - INV-000167 from Cicely Blain Consulting
Date: Friday, March 6, 2020 12:51:40 PM

City of Vancouver Cybersecurity WARNING: This is an external email. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Thanks so much!

On Fri., Mar. 6, 2020, 7:27 p.m. Honrado, Lara, <Lara.Honrado@vancouver.ca> wrote:

Thank you for sending this invoice for the full anti-Black racism workshop series delivery.

Copying Mumbi and Dianna, FYI to help with processing.

Cheers,

Lara

From: Cicely Blain [mailto:message-service@sender.zohobooks.com]
Sent: Friday, March 06, 2020 6:35 AM
To: Honrado, Lara
Subject: Invoice - INV-000167 from Cicely Blain Consulting



Invoice #INV-000167

Dear City of Vancouver,

Thank you for your business. Your invoice can be viewed, printed and downloaded as PDF from the link below. You can also choose to pay it online.

INVOICE AMOUNT

\$15,750.00

Invoice No **INV-000167**

Invoice Date **06/03/20**

Due Date **05/04/20**

[VIEW INVOICE](#)



Regards,

Cicely Blain

Cicely Blain Consulting

From: [Honrado, Lara](#)
To: [Honrado, Lara](#)
Cc: [Sadie Kuehn](#)
Subject: Follow-Up to the Anti-Black Racism Workshop #1
Date: Monday, November 18, 2019 12:41:53 PM
Attachments: [Anti-black Racism Workshop - Quiz, City-SadieK.pdf](#)
[Paper Evaluating Systems Change Results Mark Cabaj.pdf](#)
[Resources - Taking On AntiBlack Racism - 21Oct 2019.pdf](#)
[Taking on Anti-Black Racism finalpj.pdf](#)
[Bibliography - Black Slavery in Canada \(2019-08-01\).pdf](#)

Dear Colleagues,

Thank you all for the overwhelming turnout at the first session of the Anti-Black Racism workshop in October. I appreciate your courage and openness to engage in this difficult and important conversation. As a follow up, below are some items to which I would like to draw your attention.

1. **Evaluation Forms:** in order to improve our next session, please take a few minutes to provide feedback on the workshop. Follow this link to the short and anonymous survey that will be sent directly to the consultants: <https://forms.gle/LtbA7S8tYhCmwpxZ7>.
2. **Resources:** the consultants have shared their materials from the workshop, which we have in turn shared with you. Please feel free to distribute these materials to your respective departments. Additionally, we will also be creating a shared drive to ensure your continued access to any resources and materials we receive in future.
3. **Next Workshop Dates:** due to unforeseen circumstances, we have the remaining two sessions to *January*.

Here are the new dates for the next workshops:

a. **2nd session – January 14 at 8-12pm;**

b. **3rd session – January 28 at 8-12pm;**

c. The venue for these sessions will be communicated with you once we have a confirmation.

Thank you again and should you have any further questions between now and the next workshop, please feel free to email me or the consultant team via [sadie.s.22\(1\)](#)

Sincerely,

Lara Honrado

On behalf of the Equity Framework team

Taking on Anti-Black Racism Workshop Quiz - 21 October 2019

1. Wendy Grant-John is a noted _____ .
2. Elected three times as Chief of the Musqueam First nation. She was the first woman elected regional vice-chief of the Assembly of First Nations
3. The first known Black person to land in what is now Canada – arrived sometime in the early 1600's, with Samuel de Champlain
4. Who was the first governor of this territory? First Vancouver Island, then in 1858 he was named governor of British Columbia
5. What is the name of the ship, which brought a group of Black settlers, from California in the mid 1800's,, to what is now Vancouver Island.
6. What is the name of the community in Vancouver, which was displaced by the building of the Georgia viaduct?
7. Marcus Mosley, Leon Bibb, Zaki Ibrahim, Eleanor Collins are well know _____.
8. Name an early leader of the Green Party in B.C, who is of mixed descent?
9. Name two Black Vancouver politicians, elected in B.C in the 1980's
10. Who is the only Black person to lead major civic political party in B.C. and elsewhere in Canada.
11. There is a street name in Gastown/Railtown named after one of the early Black settler family's to this territory. What is it?
12. Deas Island and once tunnel, was named after who ? What is he known for establishing in B.C.?



EVALUATING SYSTEMS CHANGE RESULTS

AN INQUIRY FRAMEWORK

MARK CABAJ

Social innovators, evaluators, and community changemakers are increasingly focused on changing complex systems, but often struggle to describe either the systems itself or what they hope to achieve. This paper is designed to give clarity on how to approach the evaluation of systems change and provides three types of results that social innovators and evaluators should consider “mission-critical” to their work.

At Tamarack’s Community Change Institute in Vancouver in 2015, Karen Pittman, CEO of the Forum on Youth Investment, shared a Nobel-prize-worthy piece of poetry: *Programmatic interventions help people beat the odds. Systemic interventions can help change their odds.*

The crowd roared with approval. Karen captured an idea that had become increasingly mainstream in social innovation circles: in order to make deep and durable progress on tough economic, social, and environmental issues, we must change the systems underlying those issues, the systems that keep them in place.

While the idea of systems change is clear, the practice is not. The same month that Karen spoke at the Tamarack Institute, Donna Podems, an experienced evaluator, described just how difficult it is for social innovators and evaluators to describe what they mean by “systems change”:

I was asked to work with innovators in the national health program of an African country. When I started working with the group, they said, “We aim to shift the health system.” After listening for a few hours, I said, “Honestly, I have no idea what you are doing, or what you are trying to achieve ... and I haven’t a clue how to measure it. I don’t understand what it means to ‘shift the health system.’” And they looked at each other

and burst out laughing and said, “We have no idea either.” (Patton, McKegg, Wehipeihana 2015, p. 293).

Developing a clearer sense of what we mean by “change” and “results” in efforts to transform systems is a high-stakes challenge. We need to sharpen our thinking about strategy. We need to develop and track indicators of progress so that we can learn from our efforts. We need to communicate our work amongst our allies and those whose support we seek.

Thankfully, a growing number of excellent resources on defining, planning, and evaluating systems change are now available.

- Orientation to Evaluating Complex – Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use (Patton 2011) as well as Developmental Evaluation Exemplars: Principles in Practice (Patton, McKegg & Wehipeihana 2016).
- Describing Systems & Systems Thinking – Systems Concepts in Action: A Practitioners Toolkit (Williams and Hummelbrunner 2010).
- Principles for Evaluating Systems Change: Propositions for Improving Practice (Preskill, Gopal, Mack & Cook 2014).
- Planning Systems. Planning Systems Change: Methods Brief (Hargreaves 2010).
- Frameworks & Case Studies, Methods – a huge variety of examples from the website Better Evaluation (<https://www.betterevaluation.org/>), the team at Center for Evaluation Innovation, and professional and academic journals.

And since getting our heads around the meaning of systems change is so important, one more resource won't hurt. *Evaluating Systems Change Results: An Inquiry Framework*, describes three types of results that social innovators and evaluators should consider “mission-critical” to their work.

EXHIBIT 1: WHAT WE MEAN BY SYSTEMS

There are many ways to define “systems.” For the purposes of this paper, we will use this definition: “A system is a group of interacting, interrelated, and interdependent components that form a complex and unified whole. A system’s overall purpose or goal is achieved through the actions and interactions of its components” (Coffman 2007).

In particular, this paper concerns the kinds of systems that social innovators strive to change, like housing, ecological systems, job markets, and education.

SYSTEMS EVALUATION: AN INQUIRY FRAMEWORK

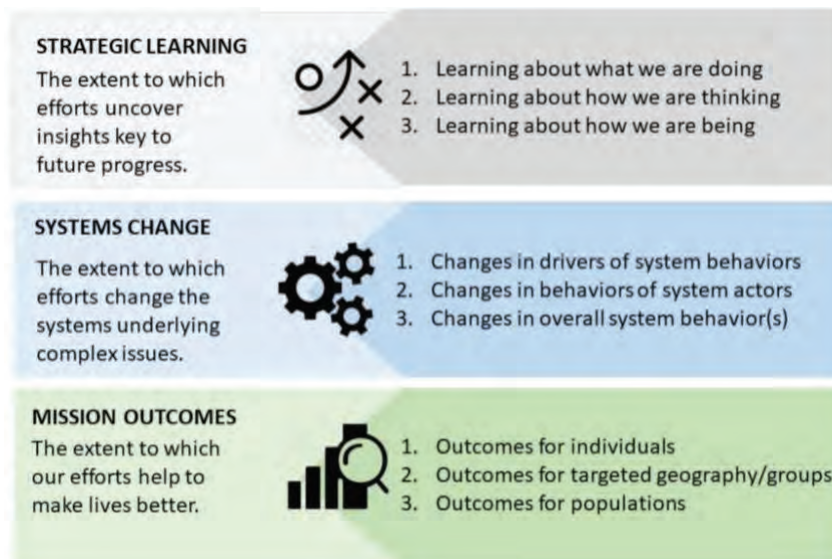
If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes.

Albert Einstein

This paper is a thought piece meant to shed light on that vexing challenge posed by Donna Podems and her two colleagues: defining what constitutes a “result” in an effort to change the system underlying a stubborn, complex issue.

It is based on my own experience in funding, participating in, and evaluating scores of systems change efforts since I started work in 1991. It also draws on books, papers, case studies, and evaluations prepared by social innovators and evaluators with even more experience and expertise than I have.

These ideas are presented in the form of an inquiry framework comprising evaluation questions organized to detect three broad types of results:



The framework provides social innovators and evaluators with guidance on universal questions they might ask in any assessment of a systems change effort, knowing that they must develop methods and indicators to answer those questions that suit a unique local context (Patton 2011). As we will see in the next pages, evaluating efforts to change systemic racism, workforce development systems and the payday lending economy.

The three types of results are distinct, but build on one another. Changemakers need to learn from their efforts in order to improve the chances that they will “shift” a system. In turn, they need to make changes in a system before they see meaningful mission-level outcomes, usually

expressed in the form of outcomes for individuals, groups, or entire populations. (There could be outcomes for eco-systems or organizations as well.) Social innovators require feedback on all three in order to get a fulsome and useful picture of “what is changing” due to their efforts.

RESULT #1: STRATEGIC LEARNING

The first result in a systems change effort is the development and use of “strategic learning.” The Center for Evaluation Innovation defines “strategic learning” as:

[...] the use of data and insights from a variety of information-gathering approaches—including evaluation—to inform decision making about strategy. Strategic learning occurs when organizations or groups integrate data and evaluative thinking into their work, and then adapt their strategies in response to what they learn. Strategic learning makes intelligence gathering and evaluation a part of a strategy’s development and implementation—embedding them so that they influence the process (Coffman & Beer, 2011, p. 1).

Of course, anyone who rolls up their sleeves to tackle the systems underlying a complex issue is going to learn. Every time you interact with the challenge, you learn more about the challenge itself, what does and does not work, and your own approaches, strengths, and limitations. The challenge is to make that learning process as robust and systematic as possible.

There are many ways to organize your learning when tackling complex challenges. One of the more popular is the Triple Loop Learning framework. Originally developed as Single and Double Loop Learning by Chris Argyis (1991), the framework has been endlessly adapted by organizational development consultants, researchers, and evaluators. The version that I like best recognizes three types of learning.

TABLE 1: THREE TYPES OF LEARNING

Type	Questions
Single Loop	What are we learning about what we are doing? <ul style="list-style-type: none"> • Strengths and limitations of core practices and activities • Strengths and limitations of relationships and processes • Strengths and limitations of capacity and resources
Double Loop	What are we learning about our assumptions, understanding, and thinking? <ul style="list-style-type: none"> • The challenge we are trying to address • The systems and context in which the challenge is embedded • The strengths and limitations of our strategy
Triple Loop	What are we learning about how we are being? <ul style="list-style-type: none"> • Our emotional triggers • Our habitual responses • Our social norms/group dynamics • Our individual and shared values and narratives

The experience of the Edmonton Shift Lab highlights distinctions between each type of learning, as well as the power of using learning to drive a change process. Established in 2016 by a team of five changemakers from several local institutions, the aim of the Shift Lab was to find innovative ways to address racist attitudes, policies, and practices that prevent racialized Edmontonians from securing and maintaining decent housing.

The group employed a human-centered approach looking at the experience of racism from those who have experienced it themselves. This involved the facilitation team supporting 12 community participants, selected for their diverse experience, expertise, and motivation, as they worked through five steps:

1. **EMPATHY** – develop insight and empathy into the experience of racism and housing through stories, ethnographic research, systems mapping, and other techniques.
2. **DEFINE** – translate insights into “How might we?” questions that guide a group’s thinking about how to address the critical needs or challenges of people who experience racism in their quest for decent housing.
3. **IDEATE** – brainstorm a variety of different ways to address the challenge, drawing from the group’s own thinking and solutions from other contexts.
4. **PROTOTYPE** – choose the most promising ideas and turn them into tangible manifestations (e.g., simulations, story boards, mock-ups) in order to better understand how the ideas might look in practice.
5. **TEST** – check the prototype with the community/user groups and, if appropriate, adopt and scale.

After six months of working through step one to three, the participant team developed three prototypes:

- **Journey to YIMBY (Yes in My Backyard)** – a comprehensive guide for non-profits interested in building affordable housing for racialized people and needing to create conditions that will reduce the chances that current residents will resist the project. It includes such techniques as myth-busting data on the effect of such projects on housing values, methods for building empathy, and guidelines for transparency.
- **Landlord Diversity Certificate Program** – a training program about cultural safety and anti-racism practices for large-scale building management companies and landlords who provide housing to racialized people. Program graduates receive “Diversity Approved” branding and community-wide promotion.
- **Mobile Legal Aid** – a mobile team with resources and referrals to help racialized people struggling to navigate landlord-tenant relationships vexed by prejudice.

It was too early to expect these prototypes to shift a system or change a life – they are still in the experimental phase. Nevertheless, the Shift Lab facilitation team and participants succeeded in surfacing, mining, and distilling three types of learning (Shift Lab 2017).

TABLE 2: SHIFT LAB LEARNINGS

Type	Questions	Shift Lab Learning
Single Loop	What are we learning about what we are doing? <ul style="list-style-type: none"> • Core practices and activities • Relationships and processes • Capacity, skills, and resources 	<ul style="list-style-type: none"> • 11 key insights about the strengths and limitations of workshop design, facilitation team management, pacing of sessions, etc.
Double Loop	What are we learning about our assumptions, understanding and thinking? <ul style="list-style-type: none"> • The challenge we are trying to address • The systems and context in which the challenge is embedded • The strengths and limitations of our strategy 	<ul style="list-style-type: none"> • 8 insights about the nature of racism, poverty, and housing in Edmonton, e.g., racism can be internalized, interpersonal, and systemic. • 3 insights about Lab methodology, i.e., the tension between social innovation and social justice models of change, how to fund labs, the relationship between Indigenous knowledge and systems change.
Triple Loop	What are we learning about how we are being? <ul style="list-style-type: none"> • Our emotional triggers • Our habitual responses • Our social norms/group dynamics • Our values and narratives 	<ul style="list-style-type: none"> • The profound difficulty participants and team members had engaging in deeper, meaningful, and safe conversations about racism, and how that limited the group’s efforts to surface transformative solutions.

The group found all the insights useful in designing the next iteration of the Lab, which they called Shift Lab 2.0. Yet it was a Triple Loop insight that proved to be the most influential: participants and team members agreed that they had not developed the space, skills, and methods to have deeper conversations about race and to surface interventions that might broach the deeper causes of systemic racism in the community.

To illustrate their point, they interpreted their experience using two frameworks developed by Otto Scharmer. Through the Four Levels of Conversation framework, they concluded that most of their discussions were Level 1 conversations: polite dialogues about race, its causes, and implications. Whenever participants sensed that the conversation was resulting in people feeling hurt, misunderstood, or even disrespected, and a heated debate became imminent, the group reverted to talking nice for fear of upsetting each other.

The consequence of this, they continued, was captured in the Theory U framework. Because they struggled to have deeper (Level 3 & 4) conversations about race, their exploration of the issue was shallower-than-anticipated. It had failed to transform their own paradigms and emotional responses to the issue, nor created the space that allowed them to conceive of – and

commitment to – trying radically different solutions. The result was the prototypes they developed, while meaningful, were not as innovative or transformational as they might have been had they explored the topic more deeply.

This hard-won insight is now a cornerstone of Shift Lab 2.0, scheduled to launch in 2019. It will include a host of upgrades to the design and delivery of the Lab model. The foundation will be a speaker series entitled, “How to Talk About Race”, including such events as:

- A workshop, “Witnessing Whiteness: The Need to Talk About Race and How to do It,” by Shelly Tochluk, a US-based educator and researcher.
- The experience of Daryl Davis, a black musician, artist, and activist, who convinced up to 40 members of the Ku Klux Klan to turn in their robes after discussions based on the idea that “if we are talking, we are not fighting.”
- The lessons learned by Trevor Phillips, a leading political figure in the United Kingdom, on how to engage the public in discussing racism, diversity, and inclusion.¹

The central importance of strategic learning as an outcome in efforts to change systems becomes clear once you imagine its absence. What if the Shift Lab stakeholders did not invest time and effort to systematically and honestly reflect on their experience, document their insights, and use the lessons to inform the next iteration of their change initiative? While we cannot be sure, it is very possible that the focus of Shift Lab 2.0 would have been to improve interracial relationships, and avoid the deeper challenge of talking productively about racism. On account of strategic learning, the Lab’s next iteration might produce interventions that have an impact on systemic racism in the community – and yield improvements to the quality of life of racialized Edmontonians.

Strategic learning is even more important once you realize that it is possibly the only outcome in a system change that social innovators and evaluators can control. While they can only influence changes in systems and impacts on people and environment, social innovators can and should be held to account for ensuring that they pursue rigorous and systematic learning about their efforts and making data-informed decisions about what to do next (Patton 2011).

Strategic Learning is the only outcome that social innovators and evaluators can control

¹ http://www.edmontonshiftlab.ca/how-to-have-difficult-conversations-about-race-a-shift-lab-speaker-series/speaker_series_poster_rev3/

EXHIBIT 2: INTERPRETIVE FRAMEWORKS BY OTTO SHARMER

The Four Levels of Conversation



Source: <http://www.mspguide.org/tool/4-types-conversations>

The Theory U Framework



Adapted from: https://en.wikipedia.org/wiki/Theory_U

EXHIBIT 3: ILLUSTRATIVE METHODS FOR STRATEGIC LEARNING

A variety of methodologies can be used to help social innovators and evaluators become more systematic about strategic learning. Here are some:

- **Emergent Learning Tables** – a relatively new technique that helps innovators structure their learning exploring how to tackle a tough challenge through a process of trial and error.
- **After Action Reviews** – a methodology developed by the US military that provides a structured process for a team to review, assess, and reflect on the implementation and results of an action, project or intervention.
- **Intelligent Failure Learning Loop** – a four step process created by Fail Forward that assists managers to spot, understand, respond to, and adapt to “failures” that emerge in their organizations and programs.
- **Failure Report** – a process popularized by Engineers Without Borders that encourages social innovators and intervention stakeholders to admit, explore, and adapt to failures that emerge in development projects.
- **Capturing Lessons Learned** – a variety of different methods, employed by a wide range of organizations (from small non-profits to NASA) to make sense of lessons and frame them in a way that improves organizational or network performance.
- **Learning Memos/Debriefs** – shortened versions of Lessons Learned documents that focus on real time and/or specific learnings that emerge during an intervention.

RESULT #2: SYSTEMS CHANGE

The second type of result to emerge from systems change efforts are the actual “shifts” in the system that social innovators are trying to change. This is the focus of social innovators who want to tip systems in a way that yields outcomes at scale that are deep and durable. There are (at least) three types of changes that social innovators might see in a system.

TABLE 3: TYPES OF SYSTEMS CHANGES

Type	Questions
Changes in drivers of system behaviour	<ul style="list-style-type: none"> • To what extent are we changing the “drivers” that shape this system’s behaviour? • How deep and durable are the changes? • What are (if any) the un-anticipated changes?
Changes in behaviours of system actors	<ul style="list-style-type: none"> • To what extent are changed drivers leading to changes in the behaviours of different system actors? • To what extent do the changes in behaviour align with and contribute to our desired mission impact? • How deep and durable are the changes? • What are (if any) the unanticipated changes?
Changes in the overall behaviour of the system	<ul style="list-style-type: none"> • Have the actions of individual actors been sufficient to “tip” the system into new behaviours? • How deep and durable are these behaviour changes? • What are (if any) the unanticipated changes? • Are there indications that the system might “snap back” into old patterns?

Donella Meadows, an undisputed pioneer in the field of systems thinking, popularized the idea of drivers (aka “leverage points”) as ways to transform systems. She identified 12 archetypical leverage points, ranging in consequence from “low” to “high.” Say you want to change the way systems address the growing number of persons experiencing homelessness in a city. You might improve feedback loops to get an accurate count of the people actually on the street (a low leverage point), in the hope that this information alone might trigger a new and better response from the community.

Alternatively, you could change the paradigm through which local people view homelessness (a higher leverage intervention) in order to revolutionize the entire system. This is exactly the strategy employed by advocates of the Housing First approach to homelessness.

EXHIBIT 4: HOUSING FIRST: A PARADIGM SHIFT

The Housing First strategy is based on a simple paradigm shift. Rather than require people who are homeless and have complex needs to work their way through a continuum of housing supports and graduated services, service providers simply put people in permanent housing first. This provides the safety and stability they need to then work through their complex needs.



Source: https://abodeservices.org/what_we_do/what_is_housing_first

The impact of the paradigm shift on systems operation and on the number of homeless persons in Canadian and US cities is significant. For more, see *Housing First: Ending Homelessness, Transforming Systems, and Changing Lives*, by Padgett, Henwood, Tsemberis 2015.

Over the years, social innovators have worked to make Meadow’s ideas more accessible to every practitioner. Peter Senge’s work, *The Fifth Discipline*, popularized the concept of systems thinking and leverage points (Senge 1991). More recently, John Kania and Mark Kramer teamed up with Senge to write the paper, “The Water of Systems Change.” It argues that the key to changing systems is to address one or more of six key conditions of systems change, the most powerful of which is a change in mental models (Kania, Kramer, Senge 2018).

The experience of the Annie E. Casey Foundations Jobs Initiative, which ran from 1996 to 2010, confirms that changing a driver of a system does not necessarily translate into a change in a system. The aim of the Jobs Initiative was to find a way to “generate impact at scale” for hard-to-employ youth and residents. The strategy was to work with leaders in various U.S. cities to reform the operation of regional labour markets in order to generate dramatically higher numbers of educational and job opportunities for kids.

To guide their efforts, the group worked with a consultant to develop a framework for labour market systems change. They organized it around a unique set of drivers, including relationships between labour market actors; information signals about training needs and job

opportunities; the power and authority to make decisions; operational competencies; policies and regulations; and investments and resource load (Plastrik, Seltzer, Combes-Taylor 2001).

One of the Jobs Initiative's many sites in the late 1990s was New Orleans. Regional manufacturing companies were trying to keep up to a growing economy. To fill the shortage of entry level workers and skilled workers, these firms were importing workers from outside the U.S., while the number of underemployed and poorly paid residents (particularly from the black community) remained stubbornly high. While the reasons for this were many and complex, one stood out: a large regional college, the cornerstone of manufacturing training since World War 2, was still using 40-year-old curricula. The college was deemed unresponsive – even uninterested – in employer needs (e.g., Mueller & Schwarz 2001).

The cornerstone of the Jobs Initiative strategy was to strengthen the weak relationship between regional employers and the local college. To do this, they mobilized leaders from three manufacturing firms to work with the college to update its training programs and facilities. This simple – yet difficult – act created a cascade of actions and behaviour changes by actors in the regional labour market:

- The College adapted its curricula based on materials from the National Association of Manufacturers, included a job readiness program to assist students with upgrading their numeracy and literacy skills, and pushed tenured faculty to upgrade their skills and teaching styles.
- The State of Louisiana invested \$12 million from its Incumbent Worker Fund, the largest grant ever to a vocational program and only available to training institutions working in close partnership with employers.
- Haas Automation Inc., a leading American machine tool builder, was very impressed with the actions taken by the college. So impressed that it entrusted the program with up-to-date equipment and agreed to update the equipment every two years over the long term.
- The college reversed a long-standing policy of relying on student tuition and state grants to fund vocational programs, and instead drew upon general budget to finish off the revamped training center.

By the end of 2000, students from underemployed, minority communities throughout the region began to apply for the program in the hope that they would have a decent chance at securing a well-paying machinist job.

The disruption in the status quo of the region's workforce development practices— particularly through the actions of the college and the support of Jobs Initiative Leaders – caught the attention of other local employers and industry partners. Many of these, who had written up local training efforts and supplied letters of support for the college's efforts, also hinted that they would now take another look at hiring graduates from the revamped program.

TABLE 4: TYPES OF SYSTEMS CHANGES IN THE NEW ORLEANS JOB INITIATIVE

Type	Questions	New Orleans Jobs Initiative
Changes in drivers of system behaviour	<ul style="list-style-type: none"> To what extent are we changing the “drivers” that shape this system’s behaviour? How deep and durable are the changes? What are (if any) the anticipated changes? 	<ul style="list-style-type: none"> The Jobs Initiative leadership focused on strengthening the relationship between leading employers and the region’s biggest vocational college to fill the supply-demand gap for skilled machinists and tap into underemployed minority residents of the region.
Changes in behaviours of system actors	<ul style="list-style-type: none"> To what extent are changed drivers leading to changes in the behaviours of different system actors? To what extent do the changes in behaviour align with and contribute to our desired mission impact? How deep and durable are the changes? What are (if any) the anticipated changes? 	<ul style="list-style-type: none"> Investment by the State’s Incumbent Worker Fund and Haas Automation Inc. Upgraded curricula, facilities, and teaching model of the local College.
Changes in the overall behaviour of the system	<ul style="list-style-type: none"> Have the actions of individual actors been sufficient to “tip” the system into new behaviours? How deep and durable are these behaviours? What are (if any) the anticipated changes? Are there indications that the system might “snap back” into old patterns? 	<ul style="list-style-type: none"> The possibility that other manufacturers in the region will begin to recruit non-white employees from the college rather than import workers from outside the region and country.

The Jobs Initiative reports after 2000 are silent about the next chapter in the efforts to change this particular aspect of the New Orleans workforce development system. Yet, the example demonstrates the distinction between three types of system change. The focus on improving a system driver (in this case, the relationship between employers and a key training institution) triggered a change in the behaviours of a number of system actors, including the college, the state government, and several leading employers. While these changes represent a significant shift for the workforce development system, it has not necessarily triggered a widespread change in the overall pattern of system behaviours, i.e., to look outside the region for skilled manufacturing workers.

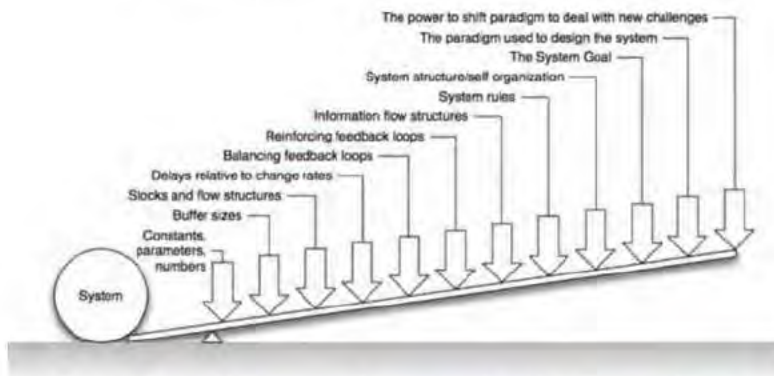
The experience of the New Orleans Jobs Initiative is also emblematic of the experience of other Jobs Initiative sites. All experienced some success in changing drivers and saw plenty of examples of behaviour changes among some actors. Yet in the end, they only managed to achieve “partial victories” and “partial transformations” of systems, even after a decade of

effort (Herbert, Parkes & Schneider 2002, Mueller & Schwarz 2001). That being said, even partial victories in systems change can generate outcomes at scale for everyday people:

It's much harder to say we've completely "climbed the mountain," [in terms of transforming the workforce development system] though the system now has a much greater appreciation of the importance of living wage jobs and the disconnect that exists between the jobs available to [low-skilled workers]. However, there have been close to 6,000 persons assisted through the Seattle Jobs Initiative [over the last 10 years]. So there's been tremendous successes for individuals, and a considerable number of individuals and families have been greatly aided. (Hebert 2010, p. 19)

EXHIBIT 5: DRIVERS OR LEVERAGE POINTS FOR SYSTEMS CHANGE

Donella Meadow's 12 Leverage Points



Source: <https://ecowe.wordpress.com/tag/donella-meadows/>

The Foundation Strategies Group's Six Conditions for Change



Source: Adapted with Permission: Kania, M., Kramer, M., Senge, P. 2018. The Water of Systems Change. Foundations Strategy Group. Retrieved from: https://www.fsg.org/publications/water_of_systems_change

EXHIBIT 6: ILLUSTRATIVE METHODS FOR EVALUATING CHANGES IN SYSTEMS

A variety of methodologies can be used to help social innovators and evaluators become more systematic in their strategic learning efforts. Here are some of the more popular.

Evaluating Systems Drivers

- Social Network Analysis – tracking the change in the number, intensity, and type of relationships between actors in a system (e.g., between employers and training organizations in the development of workforce development programs).
- Advocacy Evaluation – a variety of frameworks and methods that track the extent to which advocates are creating the conditions for policy change and nudging a policy change through the policy development process.
- Public Awareness – tracking the evolution of the awareness, opinion, and support for action on a complex issue in the general public, specific constituencies, or select influential leaders. This is achieved by monitoring traditional and social media, as well as by interviews with key or bellwether informants.

Behaviour Change of System Actors

- Outcome Mapping – a comprehensive planning, monitoring, and evaluation methodology organized to track subtle and long-term changes in the behaviours of system actors.
- Outcome Harvesting – a methodology for tracking the multiple and cumulative changes that emerge in the course of complex change initiatives involving diverse actors.
- Most Significant Change – a narrative-based approach to capturing change through the stories and assessments of those deeply involved and affected by change initiatives.

The Center for Evaluation Innovation has developed several resources that explore methods and practices related to strategic learning.

RESULT #3: MISSION-LEVEL IMPACT

The third type of result to emerge from systems change efforts concerns outcomes that have been triggered by changes in the behaviours of system actors. There are (at least) three types of changes that social innovators might see.

TABLE 5: MISSION LEVEL OUTCOMES

Types	Questions
Outcomes for Individuals	<ul style="list-style-type: none"> • To what extent have systems change interventions yielded immediate and tangible outcomes for individuals? • How deep and durable are these outcomes? • What are (if any) the anticipated outcomes for these individuals?
Outcomes for Targeted Groups	<ul style="list-style-type: none"> • To what extent have systemic interventions cumulatively affected a particular target group (e.g., geographic, demographic, etc.)? • How deep and durable are these outcomes? • What are (if any) the unanticipated outcomes for these groups?
Outcomes for Populations	<ul style="list-style-type: none"> • To what extent have the system change efforts contributed to population-level change across the city or region? • How deep and durable are these outcomes? • What are (if any) the unanticipated results emerging?

The impact of the payday lending initiative in Calgary on lower income families is a good example of all three types of outcomes.

Like anywhere in North America, people struggling to make ends in meet in the City often turn to fringe lending institutions to get a payday loan, a short term loan with a high rate of interest that is meant to be paid back within one or two months once the next paycheck arrives. While convenient, they were expensive. For every \$100 loan, to a maximum of \$1500, the borrower was required to pay \$23 in interest. On an annual basis, this translated into 600% interest.

Momentum, a community economic development in Calgary, had long pointed out the excessive costs of payday loans to lower income families in the organization’s popular financial literacy and empowerment programs. In 2012, the group decided to complement its programmatic response to the challenge with a more robust systemic strategy. They partnered with a neighbourhood group to carry out action-research on local cash stores to get to know more about the workings of the industry. When the City and United Way announced that they were creating a ten-year strategy to reduce poverty, they worked hard with others to ensure that addressing payday lending was part of that plan.

With the topic now formerly on the radar of community leaders, they expanded their efforts to increase awareness of the costs of payday lending and strengthen civic will to address the problem. The completed and published research on the topic, including such reports as “Real Cost of Payday Lending,” “Municipal Action on Payday Lending,” and “Provincial Action on Payday Lending.” They then engaged traditional media, influential philanthropists, local

financial institutions, and government officials to explore ways that they could work together on the challenge.

Municipal politicians and administration were immediately receptive to the effort. From 2013 to 2015, the City approved a change to land-use bylaws to limit the number of payday lending businesses within a certain distance of each other and to adjust business licensing fees. While these measures had only incremental and long-term impact on the behaviour of payday lenders, they put wind in the sails of payday lending reform advocates.

While busy with their multi-front advocacy campaign, the coalition members turned their attention to creating lower-cost alternatives to payday loans. They encouraged and supported the efforts of several financial institutions to pilot “cash crunch” loans. Not only were the latter dramatically less expensive than those offered by payday lenders, they provided in a relatively speedy, non-judgmental manner some of the typical attractions of payday loans. Servus Credit Union, for example, created a Fast Forward small loan, offered at 19% (the same rate as a credit card and 15 times less expensive than a payday loan) which can be proceed within an hour.

In late 2015, the engagement with Provincial officials yielded results, and the group was invited to contribute to the design and implementation of the government’s review of payday lending regulations in Alberta, a process in which the group plays a very active role. In mid 2016, the Government introduced the Act on Predatory Lending, which included a suite of new regulatory measures:

- Reduce borrowing fees from \$23 to \$15 per \$100 borrowed, making it the lowest rate in Canada;
- Allow borrowers to repay loans in instalments, rather than all at once;
- Require lenders to refer borrowers to financial literacy resources;
- Prohibit lenders from directly soliciting potential customers;
- Include all fees in calculating cost of borrowing
- Prohibit lenders from charging a fee to cash a cheque for a payday loan;
- Prohibit lenders from soliciting, negotiating or concluding an agreement for another form of credit with a borrower while a payday loan is outstanding.²

The cumulative effect of changing all these drivers was impressive. Four years after the group began organizing its systems change strategy, the group was able to point to the following outcomes for low-income borrowers.³

² See the formal government release at: <https://www.alberta.ca/release.cfm?xID=41747840F017D-BA4D-A70A-741F47E398B7F6C4>

³ For some of the data on the payday lending initiative, see: <https://momentum.org/wp-content/uploads/2018/02/Municipal-Micro-Lending.pdf>

TABLE 6: MISSION LEVEL OUTCOME OF PAYDAY LENDING INITIATIVE

Type	Questions	Outcomes
Outcomes for Individuals	<ul style="list-style-type: none"> To what extent have systems change interventions yielded immediate and tangible outcomes for individuals? How deep and durable are these outcomes? What are (if any) the anticipated outcomes for these individuals? 	Scores of individuals benefitted from lower-cost loans provided by financial institutions piloting “cash crunch” loans.
Outcomes for Target Groups	<ul style="list-style-type: none"> To what extent have systemic interventions cumulatively affected a particular target group (e.g., geographic, demographic, etc.)? How deep and durable are these outcomes? What are (if any) the unanticipated outcomes for these groups? 	The number of payday lending outlets on Calgary’s International Avenue (a neighbourhood with a concentration of low-income families) has dropped from 11 to 8. Most of the remaining outlets no longer offer payday loans.
Outcomes for Populations	<ul style="list-style-type: none"> To what extent have the system change efforts contributed to population-level change across the city or region? How deep and durable are these outcomes? What are (if any) the unanticipated results emerging? 	Within a year, the number of payday lending programs in the province dropped from 260 to 165, while in Calgary, it dropped from 49 to 38; the volume of payday loans plummeted across the Province from approx. \$500m/year to \$285m/year. Estimates of consumer borrowing costs which have been avoided range from \$10-\$30m+ annually.

The efforts of the advocates of payday lending demonstrated once again that it is possible to shift systems to help the many, not just the few.

The aftermath of their efforts also remind us about the inevitability of unanticipated outcomes and the adaptation of system actors to any intervention into a system. Since the introduction of provincial legislation, many payday lenders across Alberta have begun to encourage low-income borrowers to take out larger, still higher interest, consumer loans in place of small, payday loans. Some borrowers, flattered by fringe lenders’ confidence in their credit-worthiness, have taken them up on these offers, incurring higher-than-necessary levels of debt, while others are suspected of turning to online borrowing for fast, smaller loans. ⁴ The process of changing systems, it seems, is a continuous one.

⁴ A researcher at Calgary’s Mount Royal University is expected to release the findings of his research on the effects of payday lending reform on borrowers’ behaviours in late 2018 or early 2019.

EXHIBIT 7: ILLUSTRATIVE METHODS FOR EVALUATING MISSION LEVEL OUTCOMES

While each evaluation of mission-level impact will require a unique design, the following methods are typically employed in any assessment of this type of outcome.

- **Mixed Methods** – an evaluation design that weaves together multiple forms of qualitative and quantitative methods and data to get a more rounded picture of change.
- **Contribution Analysis** – an approach to assessing the contribution of an intervention(s) to an observed or measured change in a complex change effort. (This has been popularized by John Mayne.)
- **Evaluation Rubrics** – setting out criteria for assessing an intervention and its effects in different areas of performance and/or from the perspective of different stakeholders.

The UNICEF Office of Research – Innocenti, the International Initiative for Impact Evaluation (3ie), and RMIT University-based Better evaluation team have produced 13 methodological briefs on the topic. See: https://www.unicef-irc.org/KM/IE/impact_1.php

CONCLUSION

There are more things in heaven and earth, Horatio, than are dreamt of in your philosophy.

Hamlet (1.5.167-8), Hamlet to Horatio

The inquiry framework described above is based on the argument that social innovators and evaluators should be on the look-out for (at least) three broad types of results that emerge in any effort to change a system:

- **Strategic Learning** – learning more about the actions, thinking, and mode of being that guide the work of social innovators.
- **Systems Change** – progress in changing the drivers of systems, the behaviours of system actors, and the overall behaviour of the system.
- **Mission Impact** – the programmatic effects on people (or ecology), the targeted impact on specific groups (geographic and/or demographic), and effects at the population level.

This wide-angle lens on the outcomes that emerge from efforts to tackle the systemic underbelly of tough and stuck problems provides social innovators with the feedback they need to constantly adapt their approach – a key to making progress over the long term.

The framework is incomplete and imperfect. Like all frameworks, it reveals some important aspects of systems change efforts, while only lightly touching on, perhaps distorting, and even completely missing other important aspects. Some of these include:

- The emergent, distributed nature of evaluations, where innovators are guided by hunches and principles, rather than logic models and theories of change.
- The challenge of developing “rigorous” methods in situations with limited time, expertise, and budget, and that must be “credible” in the eyes of multiple stakeholders.
- The lag time between innovators’ activities and systems change results, and the difficulty in assessing social innovators’ contribution to whatever changes emerge.
- The inevitability of generating and capturing anticipated and unanticipated outcomes.
- The importance of weaving together the diverse perspectives and criteria in “judging” the results of systems change efforts.
- The possibility of systems snapping back into old patterns after an intervention, and the ever-evolving nature of the systems we are trying to change. This requires constant vigilance.
- The necessity of designing evaluations that can accompany social innovators through messy, long-term change efforts, rather than clean, short-term ones.

Changemakers are already working hard at developing ideas and practices to address some of these challenges. The work on evaluating unanticipated outcomes is far enough along, for example, that mainstream organizations such as the United States Agency for International Development have embraced “complexity-aware monitoring” (USAID 2018). The evaluation of efforts where social innovators are guided by principles, rather than by logic models or theories of change, however, is still in its early days (Patton 2017). The field of evaluating systems change continues to evolve.

Changemakers are already working hard at developing ideas and practices to address some of these challenges

In the meantime, the question is whether a simple thought piece like this is useful to people who sometimes find themselves experiencing what Donna Podems described: trying to get a handle on what constitutes a “result” in their efforts to change systems. Only you the reader can decide that.

ABOUT MARK CABAJ

Mark is President of the consulting company From Here to There and an Associate of Tamarack. Mark has first-hand knowledge of using evaluation as a policy maker, philanthropist, and activist, and has played a big role in promoting the merging practice of developmental evaluation in Canada. Mark is currently focused on how diverse organizations and communities work together to tackle complex issues, on social innovation as a "sub-scene" of community change work, and on strategic learning and evaluation.



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Canada

The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

Taking on Ant-Black Racism – Workshop 1 (21 October 2019) City of Vancouver

Resources

Websites

<https://www.racialequitytools.org/resourcefiles/olson.pdf> (detour spotting)

<http://www.dismantlingracism.org/uploads/4/3/5/7/43579015/whitesupcul13.pdf> (dismantling white supremacy culture)

<https://medium.com/@elasp/the-pyramid-of-white-supremacy-25e31efea506> (pyramid of white supremacy)

<http://siba-ese.unisalento.it/index.php/cpgp/article/view/18686/16742> (queer anti-Black racism)

<http://psacunion.ca/racism-and-anti-black-racism-must-end> (psac union - Racism and Anti-Black Racism Must End)

<https://libjournal.uncg.edu/ijcp/article/viewFile/249/116> (white fragility)

Books

Wretched of the Earth by Franz Fanon

Black Skin, White Mask by Franz Fanon

Back to Black by Kehinde Andrews

Black Life by Rinaldo Walcott and Idil Abdillahi

Policing Black Lives by Robyn Maynard

The African Diaspora in Canada edited by Wisdom Tettey and Korbla Pupilampu

Displacing Blackness by Ted Rutland

Outer Harbour by Wayde Compton

Everyday Racism: Reports from Women of Two Cultures by Philomena Essed

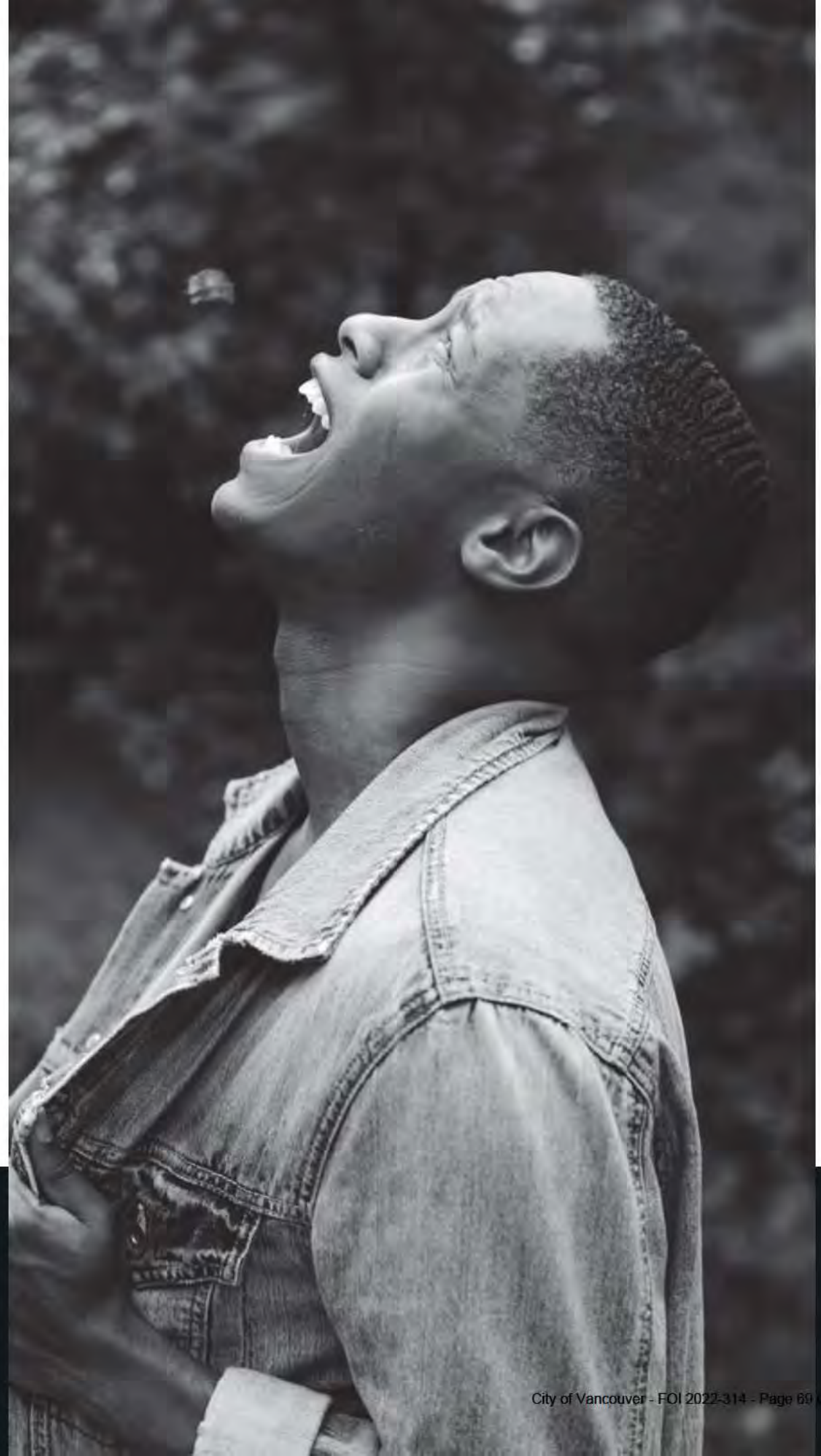
Unapologetic: A Black, Queer, and Feminist Mandate for Radical Movements by Charlene Carruthers

CITY OF VANCOUVER
ARTS, CULTURE & COMMUNITY SERVICES

Taking on Anti-Black Racism

Designed by Sadie Keuhn, Parker Johnson,
Cicely Belle Blain

October 21st, 2019



We are on stolen
Indigenous
lands, namely of
the Musqueam,
Squamish and
Tsleil-Waututh
First Nations.



The Presenters

SADIE KEUHN

Consultant

SHE/HER



The Presenters

PARKER JOHNSON
Consultant

HE/HIM



The Presenters

CICELY BELLE BLAIN

Consultant

THEY/THEM, SHE/HER

Workshop

OUTLINE



BLACK HISTORY

Prepare for your Black history knowledge to be tested through a historical quiz.

THE WISDOM OF NINA SIMONE

Investigate the meaning behind a classic tune.

UNPACKING CURRENT AFFAIRS

Look to contemporary media for examples of anti-Black racism.

WHAT DOES THE DATA SAY?

Let the numbers do the talking.

THE IMPACTS OF ANTI-BLACKNESS

Being Black in Vancouver is not easy.



INTRODUCTIONS

Name
Pronouns
Ancestry
Role at CoV

Black History Quiz

ANSWERS

QUESTION 1

Who was the first woman elected regional vice-chief of the Assembly of First Nations?

Wendy Grant-John

QUESTION 2

Who was the first known Black person to land in what is now Canada?

Matthieu De Costa

QUESTION 3

Who was the first governor of this territory?

Sir James Douglas

Black History Quiz

ANSWERS

QUESTION 4

What is the name of the ship that brought a group of Black settlers from California?

The Commodore

QUESTION 5

Which Black community was displaced by the Georgia Viaduct?

Hogan's Alley

QUESTION 6

Marcus Mosley, Leon Bibb, Zaki Ibrahim, Eleanor Collins are well known....

BC Musicians

QUESTION 7

Name an early leader of the Green Party in B.C, who is of mixed descent?

Stuart Parker

Black History Quiz

ANSWERS

QUESTION 8

Name two Black Vancouver politicians, elected in B.C in the 1980's.

Rosemary Brown, Emery Barnes

QUESTION 9

Who is the only Black person to lead major civic political party in B.C. and Canada.

Sadie Keuhn

QUESTION 10

There is a street name in Gastown/Railtown named after one of the early Black settlers. What is it?

Alexander Street

QUESTION 11

Deas Island and once tunnel, was named after who ?

John Sullivan Deas

The first cannery

Reflections

How did it feel to answer those questions?

How come we know so little about black bc history?

What were your ancestors doing?

Why is it important to know black history?



Nina Simone

Turning Point



What was this
song about?

What parallels
might we draw to
the black
experience in
vancouver?

Reflections

CURRENT AFFAIRS

Mapping anti-Blackness
in contemporary
Canada.

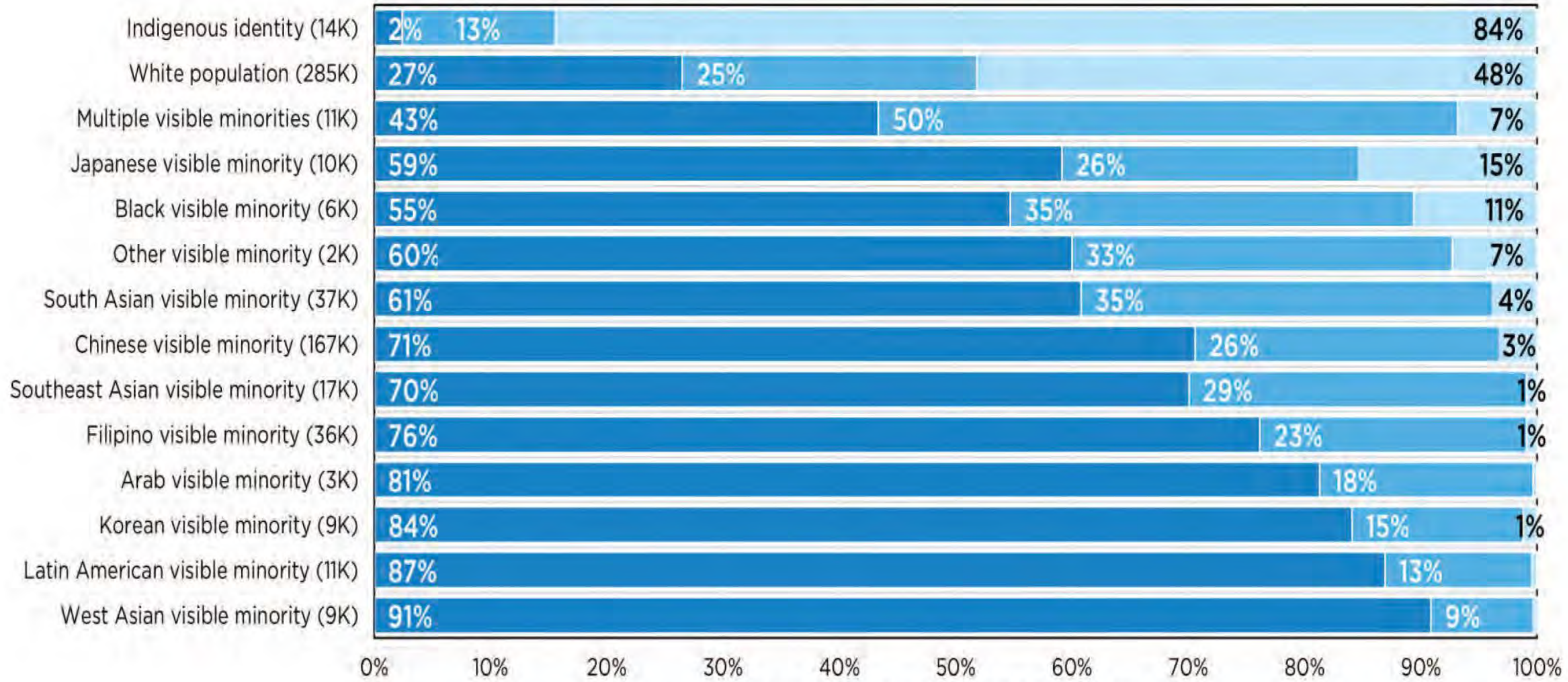




BREAK

City of Vancouver Population by Indigenous Identity, Visible Minority and Generation in Canada, 2016

- First generation (Born outside Canada)
- Second generation (Parent(s) born outside Canada)
- Third or more generation (Parents born in Canada)



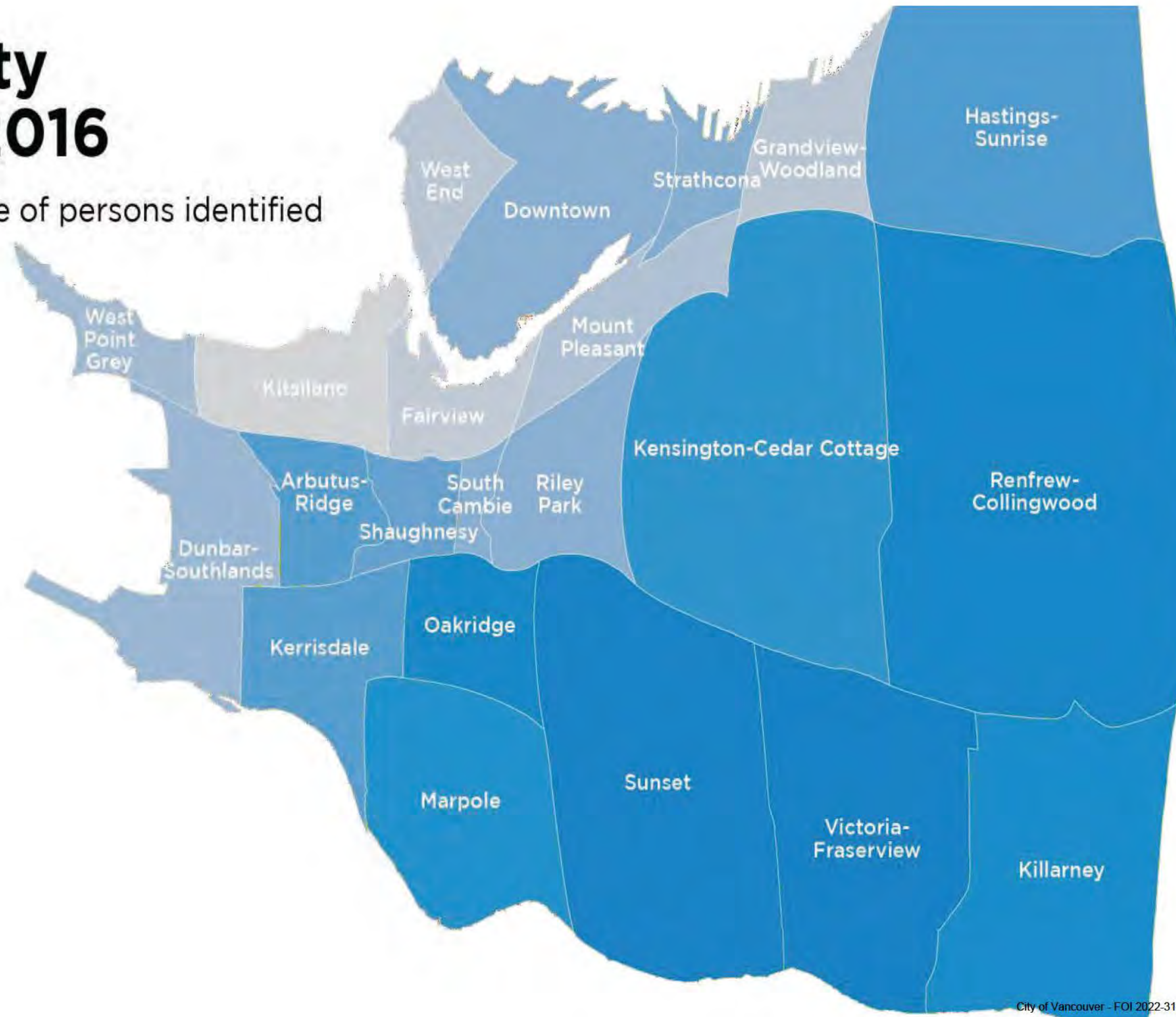
Data Source: Statistics Canada, 2016 Census of Population
 Target group profile accessed through Community Data Program, Canadian Council on Social Development

Visible minority populations, 2016

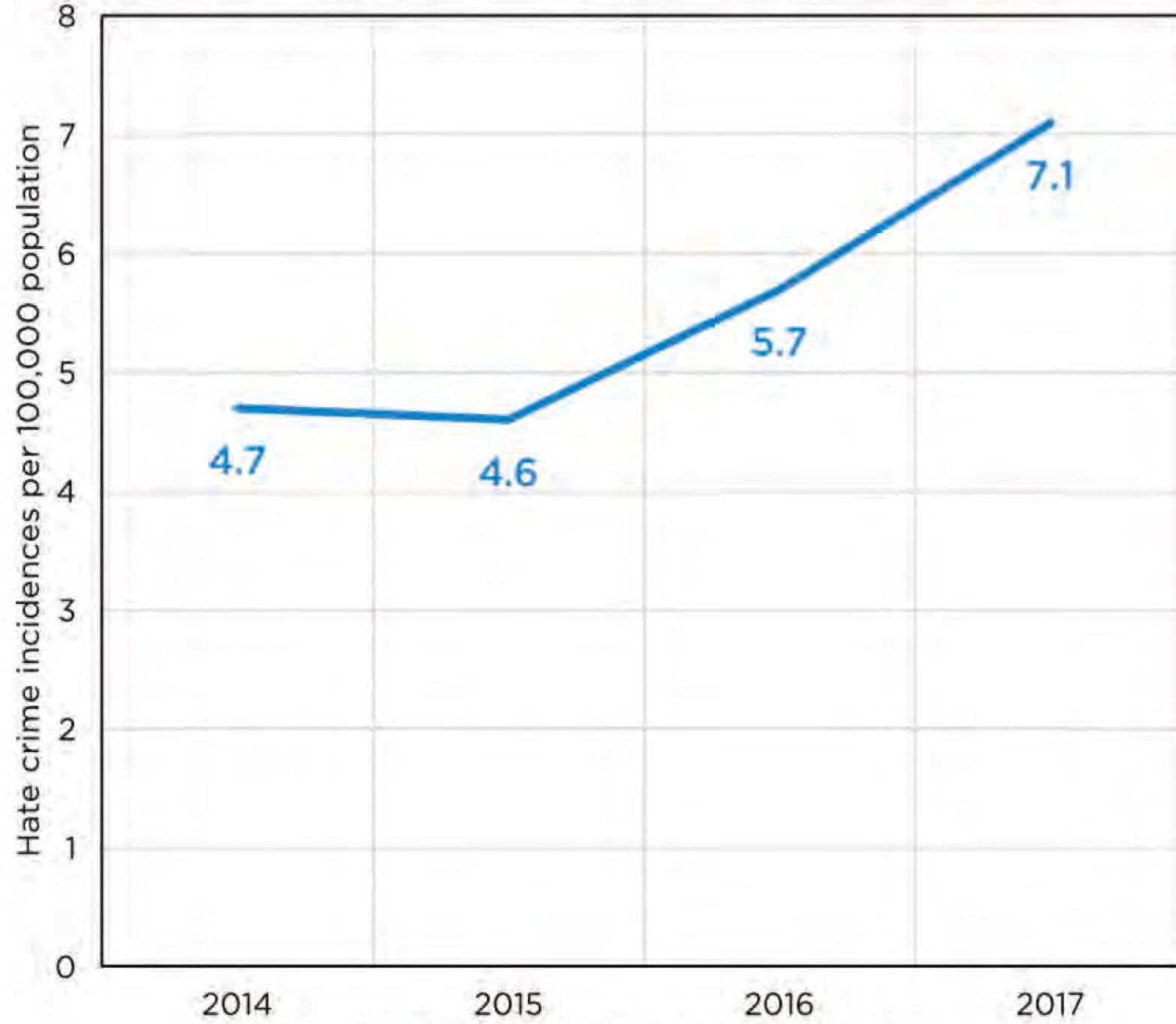
Shading indicates percentage of persons identified in a visible minority group:



The map is geographically distorted to indicate the relative density of persons in a visible minority group in each local area.

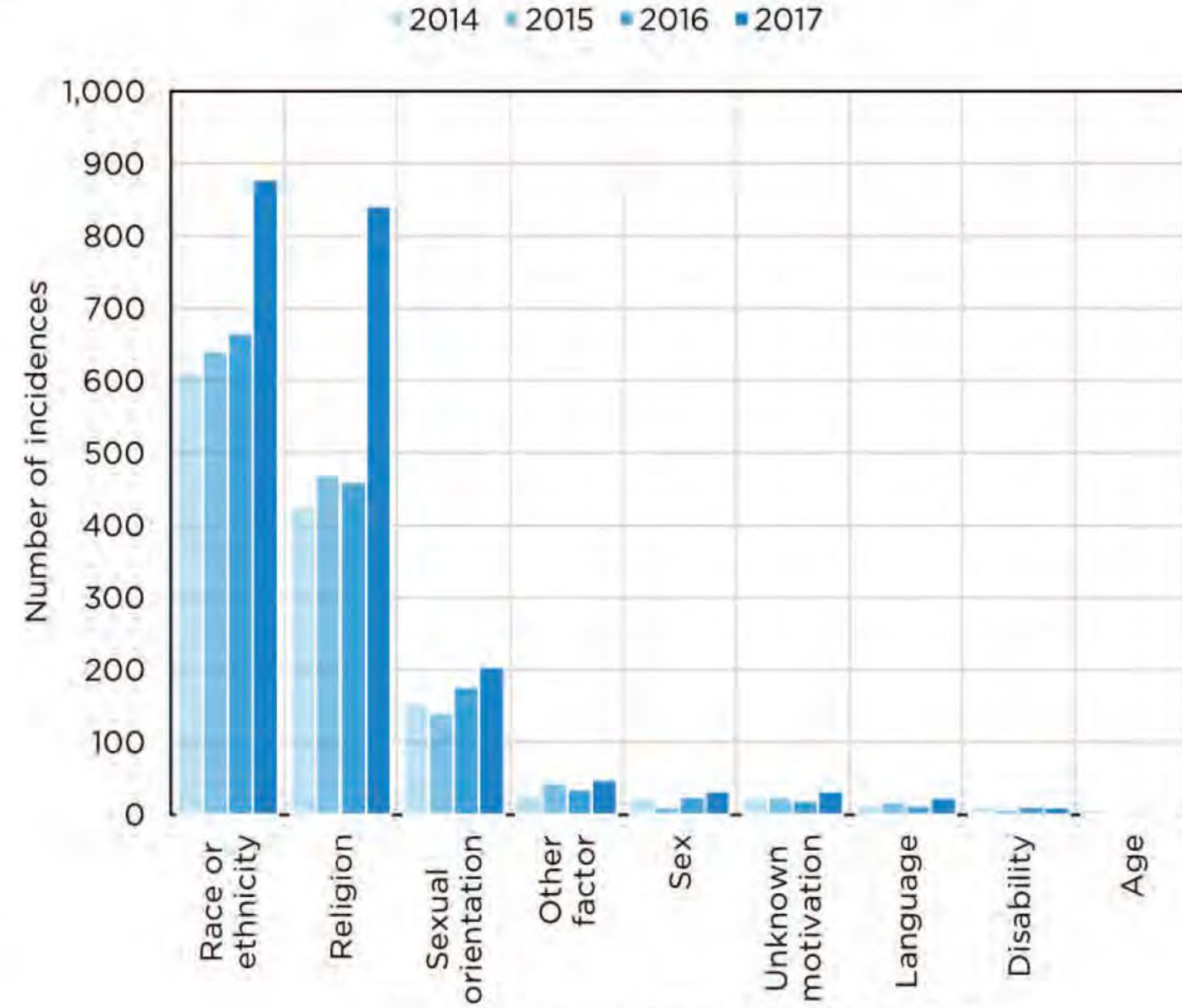


Rate of Police-Reported Hate Crime in Metro Vancouver, 2014-2017



Data Source: Statistics Canada, Table 35-10-0191-01

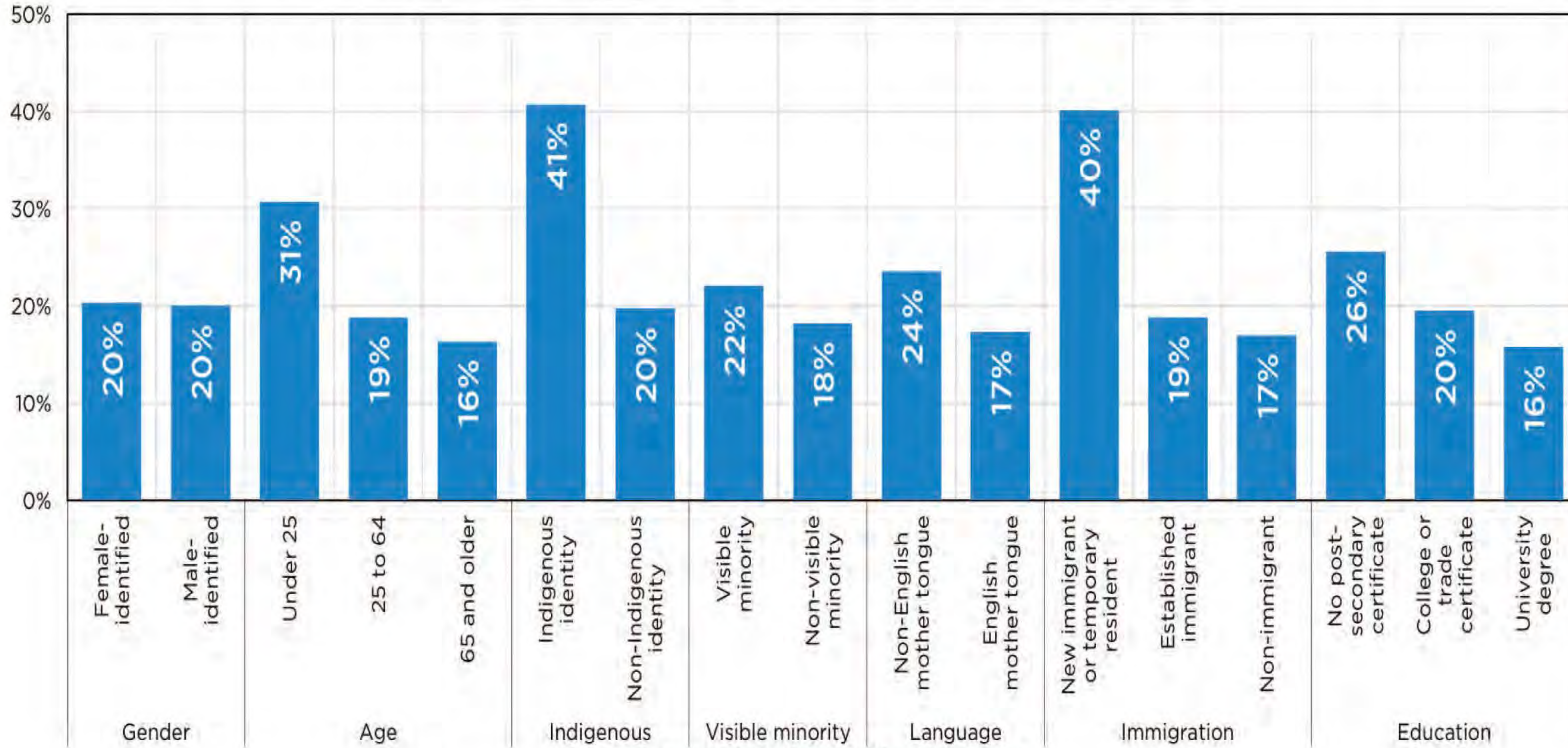
Police-Reported Hate Crimes in Canada by Motivation, 2014-2017



Data Source: Statistics Canada, Table 35-10-0066-01

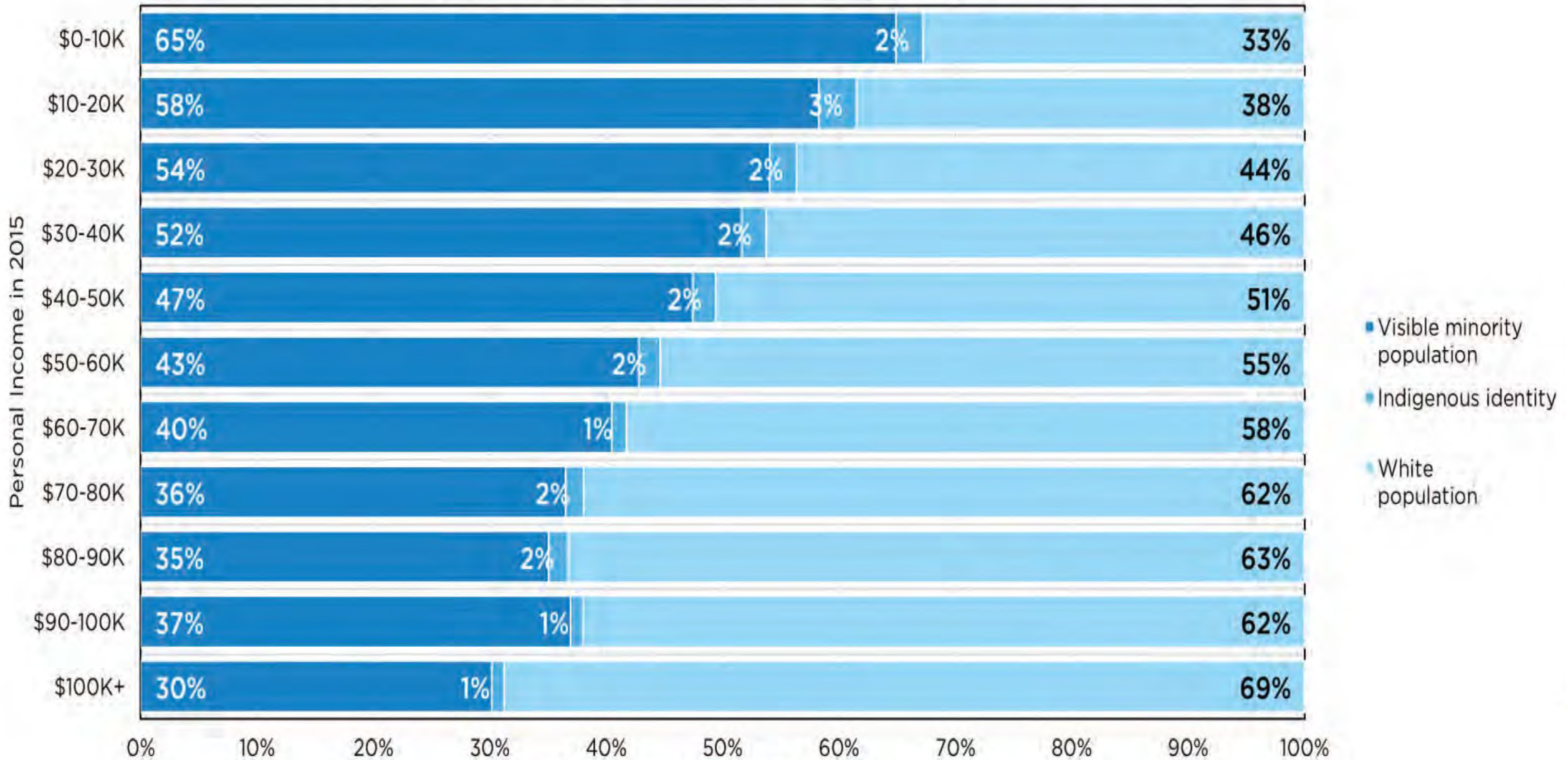
City of Vancouver Poverty Rate by Selected Demographic Groups, 2016

Percentage of Persons with Family Income Below Market Basket Measure



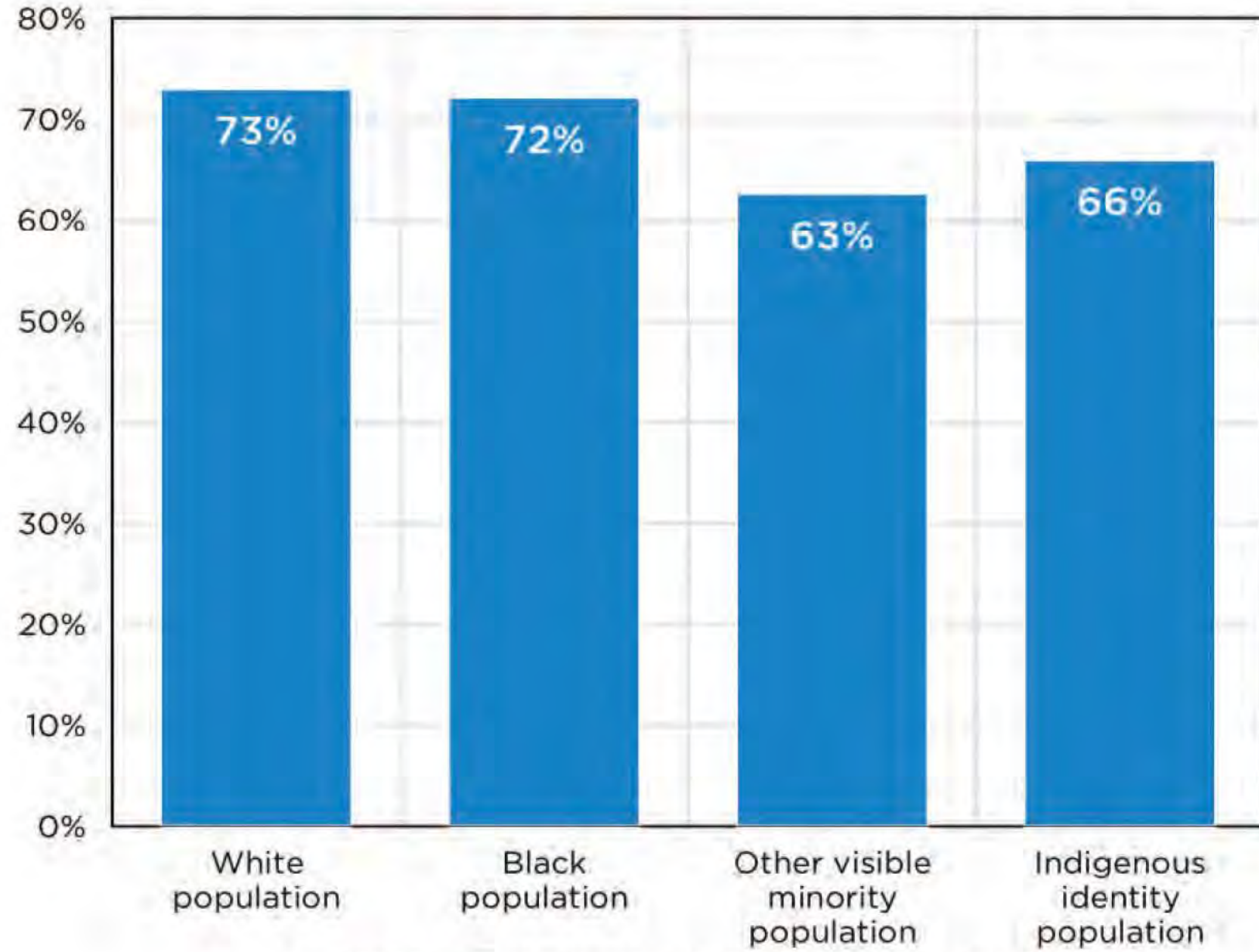
Data Source: Statistics Canada, 2016 Census of Population
 Target group profile accessed through Community Data Program, Canadian Council on Social Development

City of Vancouver Population by Personal Income Bracket Distribution by Indigenous and Racialized Groups, 2016



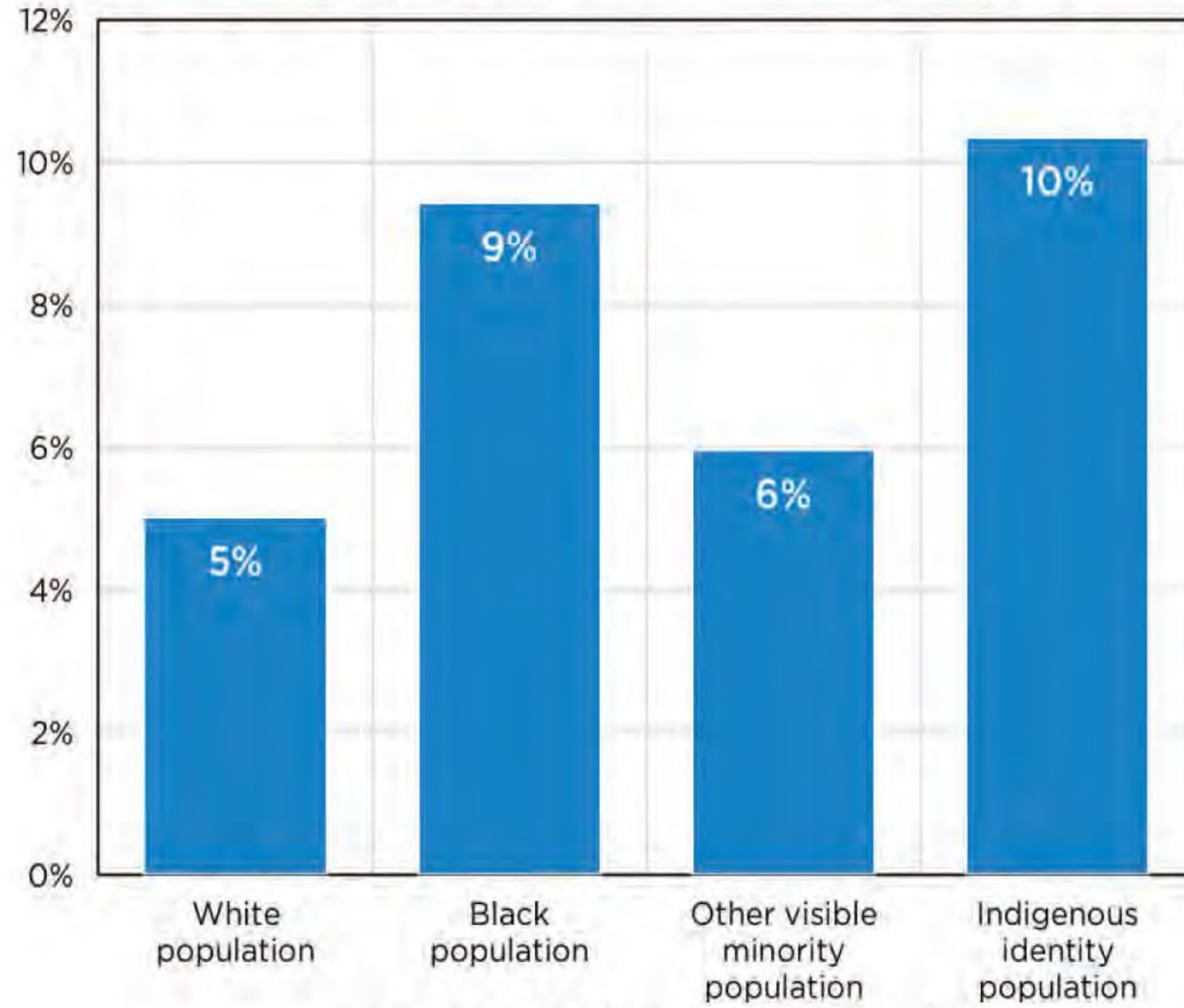
Data Source: Statistics Canada, 2016 Census of Population
Target group profile accessed through Community Data Program, Canadian Council on Social Development

Labour Force Participation Rate by City of Vancouver Population Group, 2016



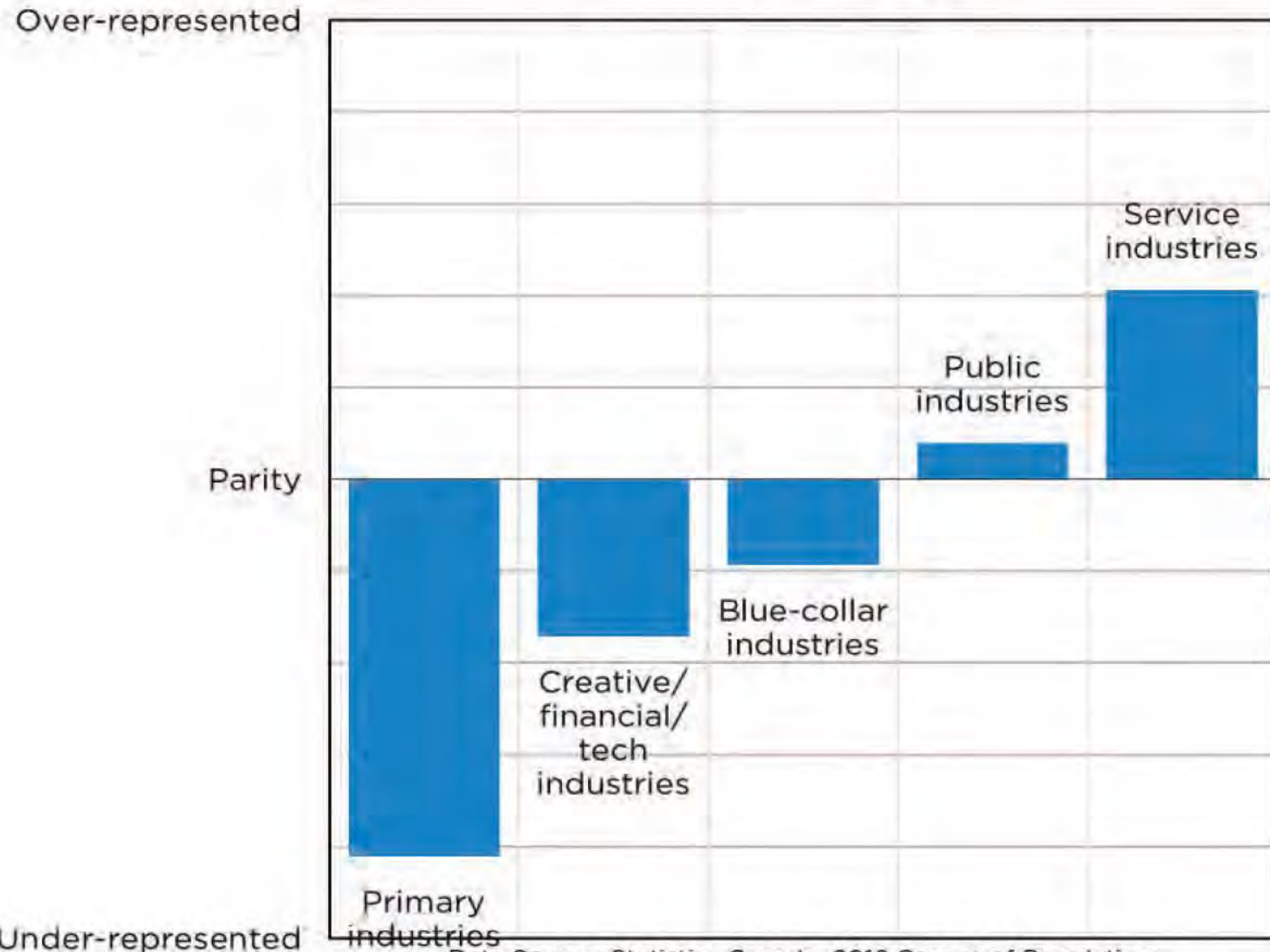
Data Source: Statistics Canada, 2016 Census of Population
Target group profile accessed through Community Data Program,
Canadian Council on Social Development

Unemployment Rate by City of Vancouver Population Group, 2016



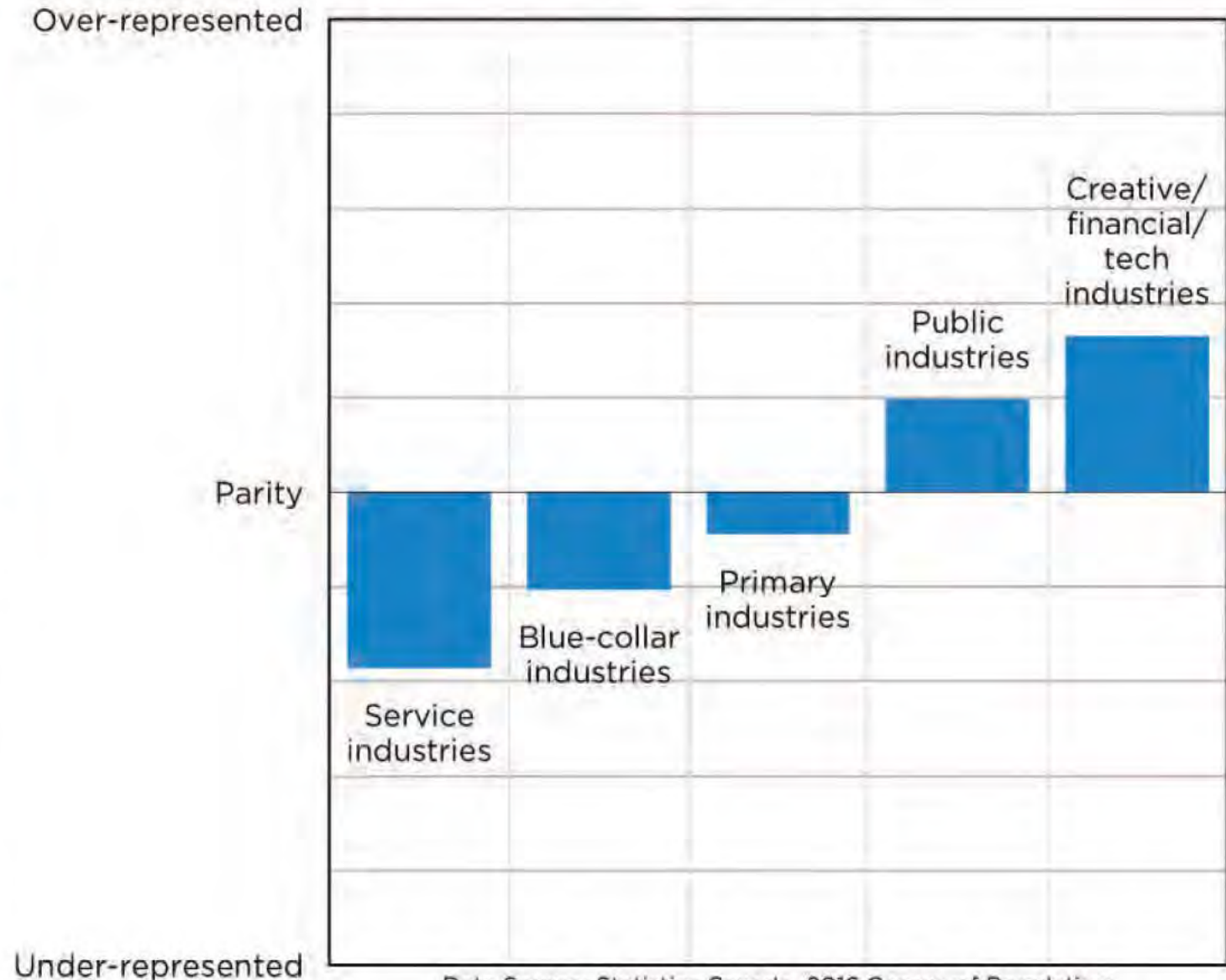
Data Source: Statistics Canada, 2016 Census of Population
Target group profile accessed through Community Data Program,
Canadian Council on Social Development

Industry Categories by Representation of Black Labour Force, 2016



Data Source: Statistics Canada, 2016 Census of Population; target group profile accessed through Community Data Program, Canadian Council on Social Development

Industry Categories by Representation of White Labour Force, 2016



Data Source: Statistics Canada, 2016 Census of Population; target group profile accessed through Community Data Program, Canadian Council on Social Development

What is Black culture?



**OVERT
WHITE SUPREMACY
(Socially Unacceptable)**

Lynching
 Hate Crimes Swastikas
 KKK Burning
 Crosses
 The N-Word
 Racial Slurs Racist Jokes Neo-Nazis

**COVERT
WHITE SUPREMACY
(Socially Acceptable)**

"Make America Great Again"
 Hiring Discrimination Police murdering POC
 School-to-Prison Pipeline Confederate Flags Discriminatory Lending Racial Profiling
 Mass Incarceration
 Not Believing Experiences of POC Police Brutality Paternalism
 Virtuous Victim Narrative Euro-centric Curriculum Anti-Immigration Policies/Practices
 Assuming that Good Intentions are Enough
 Denial of White Privilege English-only Initiatives Housing Discrimination Fearing People of Color Self-appointed White Ally
 Denial of Racism Expecting POC to Teach White People Believing we are "Post-Racial" "Don't blame me, I never owned slaves" Celebration of Columbus Day
 "But what about me?"
 Blaming the Victim "But we're just one human family" Bootstrap Theory
 Tokenism Racist Mascots Cultural Appropriation
 Colorblindness Claiming Reverse Racism
 White Savior Complex "It is just a joke!" Not Challenging Racist Jokes

SADIE KEUHN

PARKER JOHNSON

<https://www.elevate-inclusion.com>

@parkerj50

CICELY BELLE BLAIN

www.cicelyblainconsulting.com

@cicelyblainconsulting

Thank you!

SEE YOU FOR WORKSHOPS

#2 AND #3!

Black Slavery in Canada: A Short/Partial Bibliography

August 2019

Source: Vancouver Public Library, Reference Services

Cooper, Afua. "Acts of Resistance: Black Men and Women Engage Slavery in Upper Canada, 1793-1803," in *Ontario History*, vol. 99, issue 1 (Spring 2007):5-17, 134.

- This paper examines how enslaved Africans living in Upper Canada at the turn of the 19th century protested and resisted their enslavement in diverse ways, and the impact of this resistant behaviour on attempts to legislate against and ameliorate the effects of slavery in the province. It shows that, in the case of the Chloe Cooley, her courage in the face of attempts to sell her away to a New York owner provided the catalyst that spurred the Upper Canadian government to pass its gradual emancipation act, some forty years before anti-slavery laws were passed elsewhere in the British Empire. This study centres Black Canadians, particularly the enslaved, as actors and agents in the making of their own, and thus a significant part of Canada's, history.
- Journal available at VPL in print and electronically through *Canadian Business & Current Affairs (CBCA)* via the Digital Library.

Cooper, Afua. *The Hanging of Angélique: The Untold Story of Canadian Slavery and the Burning of Old Montreal*. Toronto: Harper Perennial, 2006.

- Relates the story of Marie-Joseph Angélique, a black slave who in 1734 set fire to her owner's house while trying to escape to New England with her white lover, causing a conflagration which destroyed much of Montreal. Angélique was captured, tortured, and hanged while her lover escaped and was never found.

Derreck, Tom, "In Bondage," in *The Beaver*, vol. 83, issue 1 (Feb/Mar 2003):14-19.

- Black slavery arrived in Canada in 1628 aboard a privateer's ship. It would not be abolished for more than two centuries. Derreck offers a history of slavery in Canada.
- Journal available at VPL in print and electronically through *Canadian Business & Current Affairs (CBCA)* via the Digital Library.

Maynard, Robyn. *Policing Black Lives: State Violence in Canada from Slavery to the Present*. Halifax; Winnipeg: Fernwood Publishing, 2017.

- Dispels many prevailing myths that cast Canada as a land of benevolence and racial equality, and uncovers long-standing state practices that have restricted Black freedom. Creates a framework that makes legible how anti-Blackness has influenced the construction of Canada's carceral landscape, including the development and application of numerous criminal law enforcement and border regulation practices. Traces the historical and contemporary mobilization of anti-Blackness spanning from slavery, 19th and 20th century segregation practices, and the application of early drug and prostitution laws through to the modern era. Maynard makes visible the ongoing legacy of a demonized and devalued Blackness that is manifest today as racial profiling by police, immigration agents and social services, the over-representation of Black communities in jails and prisons, anti-Black immigration detention and deportation

practices, the over-representation of Black youth in state care, the school-to-prison pipeline and gross economic inequality. This book brings from margin to centre an analysis of gender, class, sexuality, (dis)ability, citizenship and criminalization.

Nelson, Charmaine A., "Neither Indigenous, Nor Settlers: The Place of Africans in Canada's 'Founding Nations' Model," in *Canadian Issues*, (Summer 2016):43-48A.

- Canada's too frequent excision from its imperial transatlantic origins facilitates the pervasive myth of racial tolerance and the erasure of "other" founding peoples like Africans, who were neither indigenous nor settlers. Indeed, slavery was a part of Canada's early colonizing efforts and entailed both the local enslavement of Indigenous and African people and the overseas investment in tropical plantation slavery in the Caribbean. Printed in the Halifax Gazette in 1752, one notice listed the sale of six enslaved Africans ... Meanwhile, a 1797 business ledger recorded the commercial transactions for thousands of gallons of rum (puncheons) imported from the slave-holding territories of the British Caribbean by the Montreal-based, Scottish merchant James McGill. Therefore, like many others of his and lower classes. McGill not only enslaved indigenous and African people in Canada, but was enriched by his participation in plantation slavery elsewhere.
- Journal available at VPL in print and electronically through *Canadian Business & Current Affairs (CBCA)* via the Digital Library.

Reimer, Margaret L., "Canada has its Own History of Slavery," in *Canadian Mennonite*, vol. 2, issue 10, (May 11, 1998):13.

- The Loyalists brought about 2,000 black slaves with them into Upper Canada after American independence in 1776, but 3,500 free blacks immigrated at the same time, settling in Nova Scotia and New Brunswick. Although the importation of slaves was abolished in 1793, existing relationships were respected. Slaves were bought and sold in Toronto as late as 1806, according to Frank Epp in *Mennonites in Canada*, Vol. 1 (page 79). Mennonite immigrant Abraham Erb brought a black man, Isaac Jones, with him when he came to Canada, but it cannot be ascertained whether Jones was Erb's slave or a runaway, according to Epp.
- Journal available at VPL in print and electronically through *Canadian Business & Current Affairs (CBCA)* via the Digital Library.

Thomson, Colin A. *Blacks in Deep Snow: Black Pioneers in Canada*. Don Mills, ON: J.M. Dent & Sons, 1979.

- From fly-leaf: "Black slavery arrived in what is now Canada shortly after it was brought to North America. For two hundred years black Canadian slaves were bought and sold at public auctions, whipped publicly, and, in some instances, tortured. After 1833, when slavery was abolished within the British Empire, black Canadians remained a people in bondage."

Trudel, Marcel. "Le Jeune, Olivier," in *Dictionary of Canadian Biography*, vol. 1, University of Toronto/Université Laval, 2003–, accessed August 1, 2019, http://www.biographi.ca/en/bio/le_jeune_olivier_1E.html.

- Summary of the life of Olivier Le Jeune, the first African slave sold in New France for whom there is an adequate historical record.
- Available at VPL both in print and electronically via the Digital Library (<http://www.vpl.ca/digital-library/dictionary-canadian-biography-online>).

Tulloch, Headley. *Black Canadians: A Long Line of Fighters*. Toronto: NC Press Limited, 1975.

- Chapter 6 (pp71-90) outlines the history of slavery in Canada, including slavery in New France, early black settlers in the Atlantic provinces, the Conquest of Quebec and the American Revolution, and Black Loyalists in Nova Scotia.

Vachon, André. "Marie-Joseph-Angélique," in *Dictionary of Canadian Biography*, vol. 2, University of Toronto/Université Laval, 2003–, accessed August 1, 2019, http://www.biographi.ca/en/bio/marie_joseph_angelique_2E.html.

- Summary of the life of Marie-Joseph Angélique, the slave whose story is the focus of Afua Cooper's *The Hanging of Angélique* cited above.
- Available at VPL both in print and electronically via the Digital Library (<http://www.vpl.ca/digital-library/dictionary-canadian-biography-online>).

Walker, James W. St. G. "African Canadians," in *Encyclopedia of Canada's Peoples*. Edited by Paul Robert Magocsi. Toronto: University of Toronto Press, 1999, pp139-176.

- Detailed overview of the history of African Canadians, covering Origins, Migration, Arrival and Settlement, Economic Life, Community and Family Traditions and many other topics
- The section on Migration (p142) offers background on African slavery in New France and Nova Scotia.
- Also available electronically through VPL's Digital Library (<http://www.vpl.ca/digital-library/encyclopedia-canadas-peoples>)

Winks, Robin W. *The Blacks in Canada: A History*. 2nd ed. Montreal & Kingston: McGill-Queen's University Press, 1997.

- Chapters 1 and 2 cover "Slavery in New France, 1628-1760" and "Slavery, the Loyalists, and English Canada, 1760-1801" respectively.

From: [Honrado, Lara](#)
To: [Zak, MaryClare](#); [Hurford, Dianna](#); [Carvalho, Nadia](#)
Subject: Fwd: Anti-Black racism Workshop Proposal
Date: Tuesday, April 9, 2019 2:12:43 PM

Hi folks,

Resending this FYI, as I've belatedly discovered that some of my emails haven't been sent properly.

To recap: April and Bronwen reviewed this, Sandra has approved, and we are moving forward with a process via supply chain management to properly procure the consultant services. The aim is to begin this work with the consultant team sometime in May, tbc.

Let me know if you have any questions.

Thanks,
Lara

Sent from my iPad

Begin forwarded message:

From: Parker Johnson <[s.22\(1\)](#)>
Date: February 19, 2019 at 10:18:24 AM PST
To: "Honrado, Lara" <lara.honrado@vancouver.ca>
Cc: Cicely Blain [s.22\(1\)](#), Sadie Kuehn [s.22\(1\)](#)
Subject: Workshop Proposal for Community Services

Hi Lara,

Sadie Kuehn, Cicely Belle Blain and I are submitting the following proposal for your consideration.

Understanding and Challenging Anti-Black Racism

To follow-up on the memo addressing on anti-Black racism to City staff from the City Manager on December 12, 2018, we would like to propose a series of 3, 3-hour workshops, to be offered to a cross section of staff including managers and supervisors. These workshops, which are a pilot project, are to consist of 30-40 people. The workshops will address anti-Blackness as a historic, systemic, institutional, and organizational issue. Participants will gain an increased awareness, understanding and knowledge of anti-Black bias in society, institutional policies and practices, and interpersonal interactions.

The workshops will be developed and facilitated by Sadie Kuehn, Parker

Johnson and Cicely Blain. They bring a vast range of experience, knowledge and skills regarding anti-oppression workshop facilitation and creating respectful and inclusive organizational practices to better work with marginalized groups, especially regarding race, gender, sexual orientation and class from an intersectional framework.

Sadie Kuehn is a policy developer, implementation specialist and trainer, who has spent years, developing policy for all levels of government and community groups and agencies

Cicely Belle Blain is an award-winning activist and writer and the CEO of Cicely Blain Consulting. Cicely developed their wealth of social justice knowledge into transformative diversity and inclusion education. Cicely has spoken on LGBTQ inclusion at the United Nations Summit in Ecuador in 2016, on behalf of the Canadian Delegation, and was [listed](#) as one of CBC's 150 Black Womxn Making Change in Canada. Cicely is co-founder of Black Lives Matter Vancouver and has led workshops on understanding and challenging Anti-Blackness. Cicely's diversity, inclusion and social justice work extends across North America, Europe and Asia.

Parker Johnson is a consultant, who has been working in the field of harassment and discrimination prevention, workplace equity and inclusion, conflict resolution and organizational change for over 15 years in Canada. Prior to moving to Canada in 2002, he worked in the US in higher education administration and policy, and curriculum transformation focusing on diversity, equity and inclusion. Parker is currently serving as a facilitator for the Community Advisory Committee on Temporary Modular Housing at 258 Union Street (Hogan's Alley).

The workshop development process will include an initial meeting or two by the facilitation team with Black staff who are interested in meeting with the facilitators to confidentially share their experiences, hopes and concerns regarding race and anti-Black racism. The City will do outreach, communication, and logistics for said meetings. The workshops will be offered in April, June and September.

Key workshop themes:

- Historical, systemic and institutional anti-Blackness in Canada, BC and Vancouver
- Understanding intergenerational trauma and the enduring legacy of racism, slavery and colonialism;

Understanding the role of the institutions in anti-Blackness and the ongoing erasure of Black communities;

- Identifying racism and anti-Blackness in institutional practices and day-to-day interaction;
- Develop strategies and practices to challenge unconscious bias and anti-Blackness in our work.

After each of the first two workshops, the facilitation team will review and revise the upcoming workshops as needed. In addition, a short summary of the lessons outcomes, learned and recommendations for future workshops beyond the pilot.

The workshop's support will be provided by the City of Vancouver including selection of participants, refreshments for participants, meeting space, technical support (powerpoint projector with laptop and screen, flipchart paper and markers, photocopies of materials for participants, evaluations, name tags, registration and follow-up, and other support as needed.

The fee for developing, delivering and providing a short summary of recommendations is \$18,000. Workshop development is \$1000/per person for each workshop (\$9,000)

This is based on a ½ day facilitation rate of \$1,000 per person with a two person team (\$6,000). In addition, a short summary with recommendations and 2 meetings with interested and available Black staff (\$3,000).

We appreciate your consideration and look forward to your response.

Thank you,
Parker, Sadie and Cicely

From: [Parker Johnson](#)
To: [Maina, Mumbi](#); [Honrado, Lara](#); [Sumter-Freitag, April](#)
Cc: [Cicely Blain](#); [Sadie Kuehn](#)
Subject: powerpoint from workshop 3
Date: Tuesday, February 4, 2020 8:41:07 PM
Attachments: [Taking on Anti-Black Racism Workshop 3.pdf](#)

Hi All,

I hope that you are well and enjoying life.

Here is the powerpoint from workshop 3 to share with the group. We look forward to the debrief next week.

If you have a summary of the feedback, would you please share it with us?

Warmly,
Parker

Parker Johnson
Consultant, Facilitator, Educator, Mediator, Coach
Organizational change, workplace diversity, equity and inclusion
cell s.22(1)

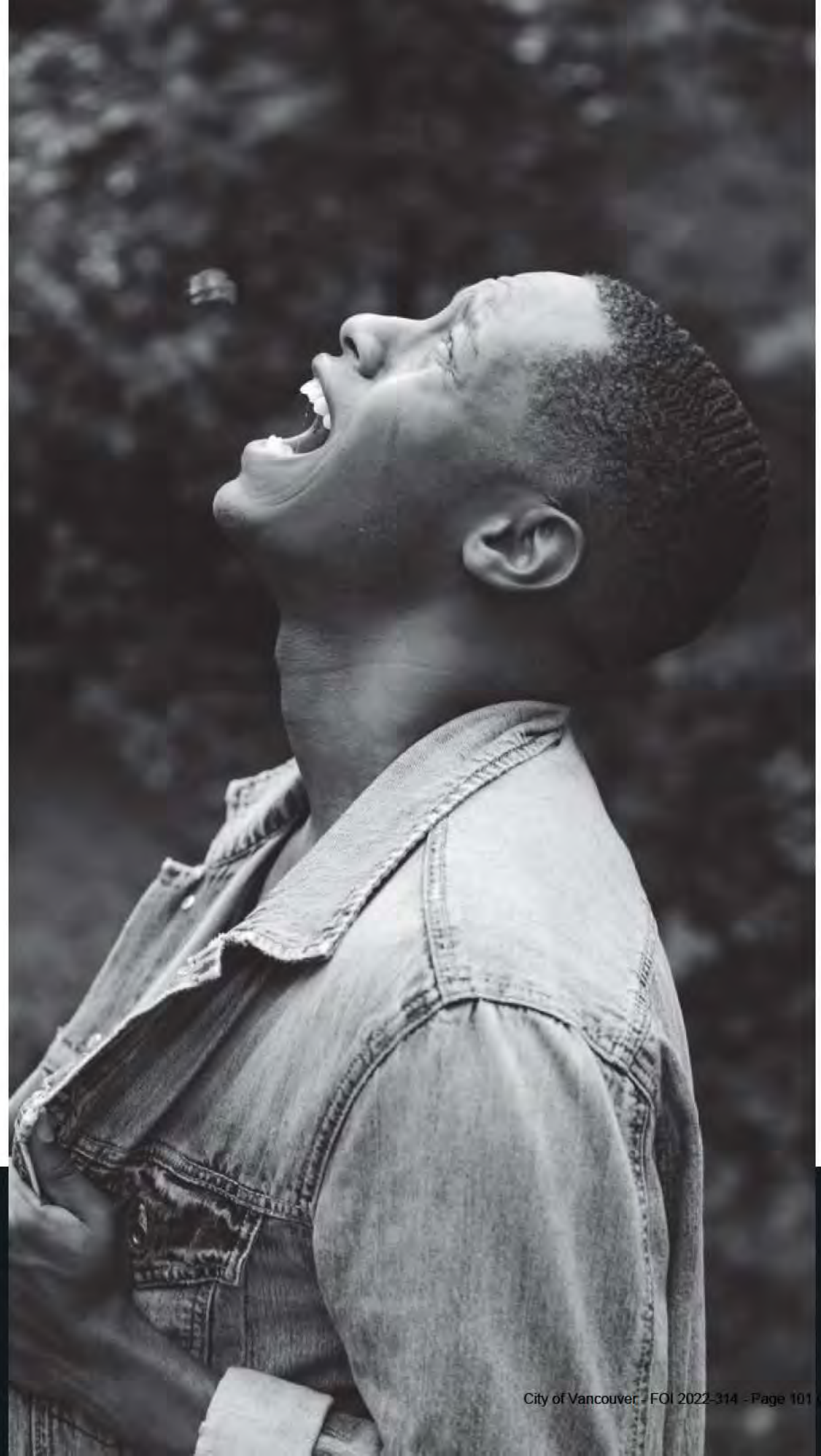
I acknowledge that I live on the unceded territories of the skwxwú7mesh (Squamish), selfilwitulh (Tsleil-Waututh), and xʷməθkʷəy̅əm (Musqueam) nations.

Pronouns: he/him/his

CITY OF VANCOUVER
ARTS, CULTURE & COMMUNITY SERVICES

Taking on Anti-Black Racism

Designed by Sadie Keuhn, Parker Johnson,
Cicely Belle Blain



January 28th 2020

We are on stolen
Indigenous
lands, namely of
the Musqueam,
Squamish and
Tsleil-Waututh
First Nations.



The Presenters

SADIE KEUHN
Consultant

SHE/HER



The Presenters

PARKER JOHNSON
Consultant

HE/HIM



The Presenters

CICELY BELLE BLAIN

Consultant

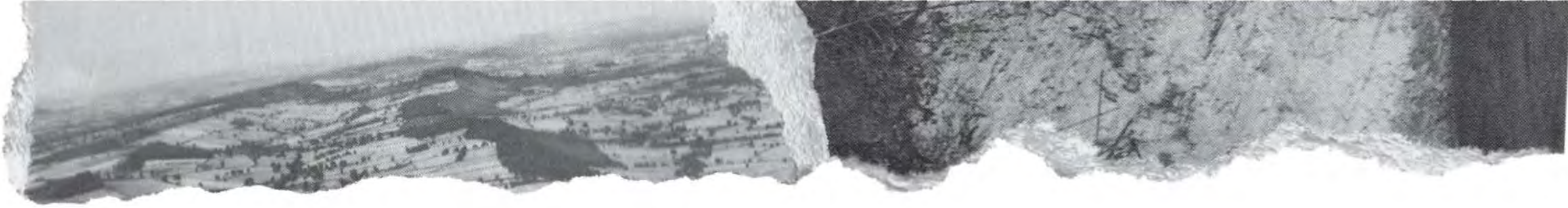
THEY/THEM, SHE/HER



INTRODUCTIONS

Name
Pronouns
Ancestry
Role at CoV

How do Black folks experience racism?



RECAP



Framing Assumptions

1. We have absorbed considerable misinformation about ourselves and others.
2. Unlearning oppressive attitudes and behaviours is a lifelong journey.
3. Individuals and orgs can grow and change. Progress - focused attention and commitment.
4. Racism, sexism, classism, colonialism, heterosexism, ableism and other forms of oppression have damaged us all.
5. Building movements for social, political, and economic justice and change is important.
6. Working together makes things happen. Resistance, denial and pain are part of the process.
7. How we work is as important as the work we do.
8. Transparency and accountability are critical to challenging and changing systems of oppression.

WHITE SUPREMACY CULTURE



GROUP 1

- Perfectionism
- Sense of urgency
- Defensiveness
- Quantity over quality



GROUP 2

- Worship written word
- Paternalism
- Either/or thinking
- Power hoarding
- Fear of open conflict



GROUP 3

- Individualism
- Progress = bigger, more
- Objectivity
- Right to comfort



Source: Jona Olssen

DETOUR SPOTTING

DETOURS are...

attitudes or behaviors that indicate a detour or wrong turn into white guilt, denial or defensiveness.



**EVEN THE 'SMALLEST' ACTS OF
RACISM EXIST TO UPHOLD
DOMINANT POWER STRUCTURES.**



How does unconscious bias happen?



HEURISTICS

Heuristics are **mental shortcuts** to ease the cognitive load of making a decision. Examples of this method include using a rule of thumb, an educated guess, an intuitive judgment, or common sense.



COGNITIVE BIAS

A bias is a tendency, inclination, or prejudice toward or against something or someone. Such **cognitive shortcuts** can result in prejudgments that lead to rash decisions or discriminatory practices.



STEREOTYPES

A stereotype is a simplified assumption about a group based on prior experiences or beliefs. Stereotypes can not only lead to faulty beliefs, but they can also result in prejudice, discrimination and exclusion.



EXCLUSION

The act of leaving someone out or creating barriers for certain people or groups. Exclusion is a form of discrimination, typically based on unconscious and unfounded biases about a person or group.

The implications of unconscious bias...

If unconscious bias goes unchecked, it can lead to a narrow pool of people being hired and promoted.

It hinders creativity, diversity and inclusion in the workplace.

This stunts innovation, productivity and growth.

Affinity bias leads us to favour people who are like us.

“They remind me of myself, they’ll fit in here!”

Confirmation bias leads us to always search for or interpret information that confirms our preconceptions.

“They turned up early which must mean they will be good with deadlines”

Halo effect means we translate one good thing about a person to mean they will succeed in many other areas.

“They are good at public speaking, so they will excel as a People Leader.”

Cloven Hoof effect means we generalize one negative trait to someone's whole personality.

“I don’t like the way they dress, they must be lazy and unprofessional.”

Unconscious Bias

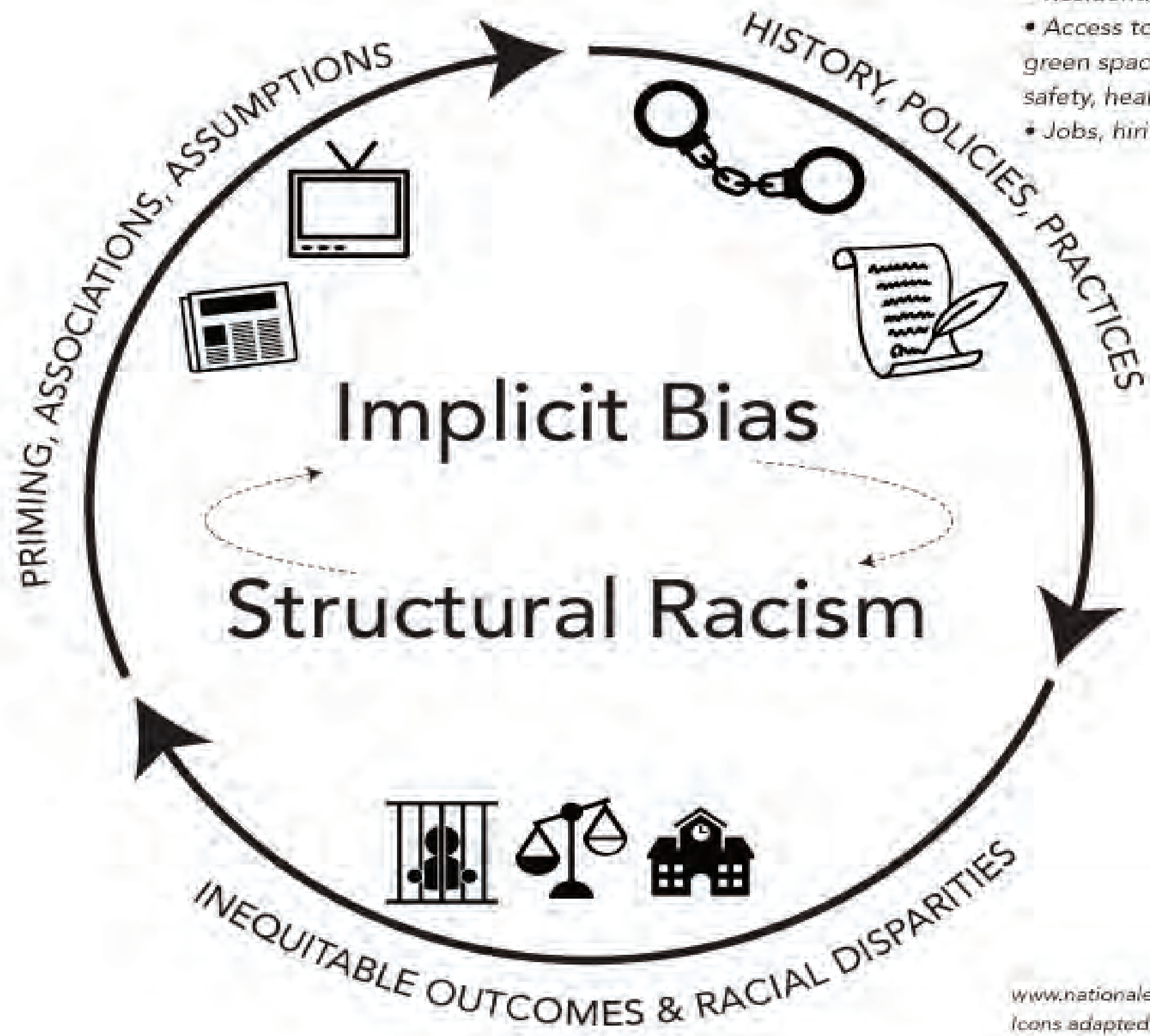
Research has shown that...

- We all absorb bias – unconsciously
- It can be formed at early age.
- Contrary to our conscious stated beliefs and values
- Triggered by rapid automatic mental associations between people, ideas objects
- Our biases shape and mold our behaviour; such as microaggressions
- We hold bias about all groups including our own – we internalised it
- Our bias creates and supports systems of oppression
- We differ in levels of bias and can it change over time
- Reducing implicit bias is possible

De-biasing Strategies

1. Be intentional and motivated to unlearn bias
2. Slow down and notice – making quick decisions inevitably triggers a reliance on bias
3. Be accountable – bias reduced when you explain/report to others
4. Practice counter-stereotype techniques
5. Get exposed to role models
6. Expand friendship – real relationships across difference reduces bias
7. Use multiple strategies – most effective utilize many strategies





- Voting rights
- FHA Loans
- Residential segregation
- Access to education, green space, resources, safety, healthcare, etc.
- Jobs, hiring, & advancement

www.nationalequityproject.org
 Icons adapted from the Noun Project

If the culture in our school, organization, place of worship, or even family requires armor because of issues like racism, classism, sexism, or any manifestation of fear-based leadership, we can't expect wholehearted engagement. Likewise, when our organization rewards armoring behaviors like blaming, shaming, cynicism, perfectionism, and

emotional stoicism, we can't expect innovative work. You can't fully grow and contribute behind armor. It takes a massive amount of energy just to carry it around—sometimes it takes *all* of our energy.

Brene Brown

INTERNALIZED PRIVILEGE

- Taking up space
- Talking over others
- Telling others to 'pull up their bootstraps'
- Dismissing others' experiences

INTERNALIZED OPPRESSION

- Apologizing too much
- Underestimating your own achievements or capabilities
- Not speaking up



BEHAVIOUR

Ally

Ally - someone who is not a target of oppression but still works to end it.

Advocate

Advocate - a person who publicly supports a change or policy.

Accomplice

Accomplice - someone who supports the target of oppression when they are going out on a limb.

Ally is a verb... not a self -proclamation.



- Self-reflects – focuses on understand their privilege and role.
- Listens to learn, unlearn and relearn,
- No breaks – marginalized folk are dealing with systems of oppression 24/7
- Committed to educate themselves, constant active learning etc.
- Doesn't go it alone – no ally in isolation – works with community
- Is responsible for their own group(s) – less emotional burden of marginalized folk

Behaviour of an accomplice...

- Directly challenge institutionalized racism, colonization, and White supremacy by blocking or impeding racist people, policies, and structures.
- Liberations are bound together, retreat or withdrawal in the face of oppressive structures is not an option.
- Actively listen with respect, and understand that oppressed people are not monolithic in tactics and beliefs.
- Build trust through consent and being accountable - this means not acting in isolation where there is no accountability.
- Actions are informed by, directed and often coordinated with leaders who are Black, Brown First Nations/Indigenous Peoples, and/or People of Color.



Uplifting Black staff

- Learn intersectionality
- Know I earned this
- Recognize me
- Support my growth
- Understand my barriers
- Give me influence
- Ask my pronouns
- Give me a platform
- If you're a woman, help other women
- Change systems, not individuals



Source: Diya Khanna “What allies can do to support diversity and inclusion in the workplace”, *Seattle Times*, December 17, 2019,

Some behaviours to support Black folks

- Gives credit, acknowledges folks, their ideas/work – especially not in the room
- Steps out of the spotlight, supports others to lead, and does support roles
- Supports and amplifies folks ideas
- Recommends folk for key projects
- Works to do no harm and listens,
- Apologizes, acts accountably when harm is done, and acts differently going forward
- Ensures folk are in key meetings (i.e. decision making) – asks where they are
- Uses inclusive language, no diminutives or slang
- Does their own research doesn't ask folk to explain
- Challenges bias, racism etc – isn't silent
- Doesn't 'tell' folk, but 'shows' folk their equity support – actions not words



SHAME


“I am a bad person”

VS.

“This was a bad thing”

GUILT

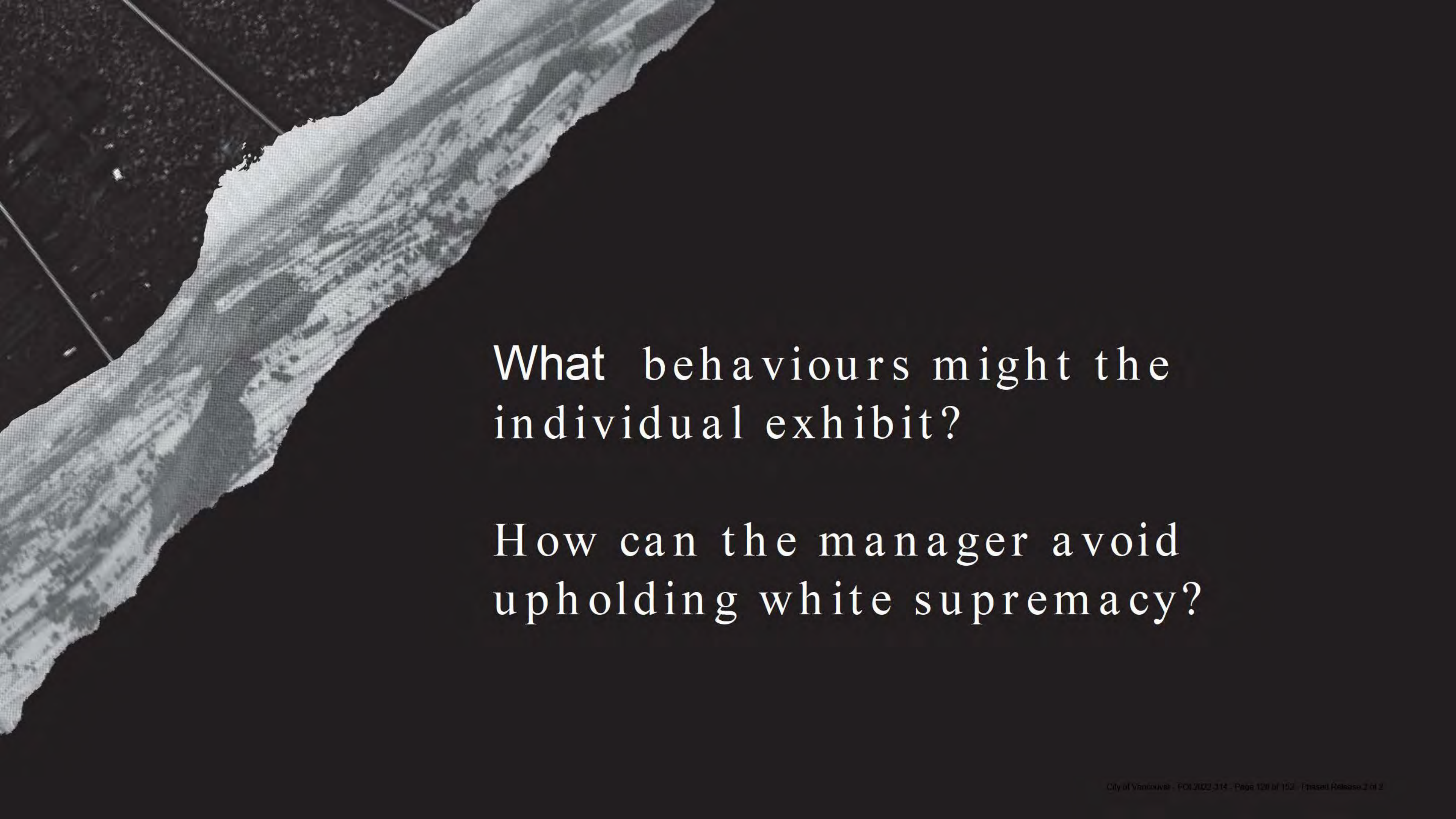


A torn piece of paper with a halftone pattern is shown against a black background. The paper is torn along its right edge, and the halftone pattern consists of small, light-colored dots arranged in a grid. The text is printed in a white, serif font on the black background.

What are some common responses when people come forward about their experiences with anti-Blackness?




SHOCK
DISMISSAL
PERFORMATIVE ALLYSHIP
FRAGILITY
DEFENSIVENESS



What behaviours might the individual exhibit?

How can the manager avoid upholding white supremacy?

An aerial photograph of a coastline, showing a dark body of water on the left and a lighter, textured landmass on the right. The right side of the image is obscured by a jagged, torn paper edge effect, revealing a dark background behind it. The text is overlaid on this dark background.

ACTIVE LISTENING
FEELINGS OVER SOLUTIONS
NAMING
CONSENT
VALIDATION
GRATITUDE
FOLLOW UP



How do we build
empathy towards our
Black colleagues and
citizens?

SADIE KEUHN

PARKER JOHNSON

<https://www.elevate-inclusion.com>

CICELY BELLE BLAIN

www.cicelyblainconsulting.com

@cicelyblainconsulting

Thank you!

**SEE YOU FOR WORKSHOP
#3!**

From: [Honrado, Lara](#)
To: [Sumter-Freitag, April](#)
Subject: Re: [Input requested] Meeting agenda for Monday
Date: Monday, August 12, 2019 10:17:34 AM

Looks great, thank you. I'm in my office is you want to meet here a few min before 11am

Sent from my iPhone

- > On Aug 12, 2019, at 10:04 AM, Sumter-Freitag, April <April.Sumter-Freitag@vancouver.ca> wrote:
- >
- > Hi Lara,
- > I attached an agenda incorporating your thoughts/ideas for the meeting with a couple of additions.
- > For updates I thought sharing a bit on the Equity Framework and Intersectional Toolkit progress would be good and I can do a quick update on Dolapo's project and the Emancipation Day announcement.
- > Wondering if we want to speak to the process for getting the anti-black racism strategy resourced and supported? If it's too early to share I can remove it from the agenda.
- > Let me know if there are any changes or additions you like.
- > I can print this off right before 11 am and bring copies to our meeting.
- >
- > See you soon,
- > April
- >
- > April Sumter-Freitag, CAC II, ACS
- > Pronouns: She/Her, They/Them
- > Social Planner I, Social Policy & Projects City of Vancouver, 111 W. Hastings St
- > Vancouver, BC V6B 1H4
- > Office: 604.871.6424
- > april.sumter-freitag@vancouver.ca
- >
- >
- >
- > CONFIDENTIALITY NOTICE: This message and any accompanying documents contain confidential information intended for a specific individual and purpose. This message is private and protected by law. If you are not the intended recipient, you are hereby notified that any disclosure, copying or distribution, or the taking of any action based on the contents of this information, is strictly prohibited.
- >
- > The city of Vancouver is on the unceded traditional territory of the Musqueam, Squamish and Tsleil-Waututh First Nations.
- >
- > -----Original Message-----
- > From: Sumter-Freitag, April
- > Sent: Monday, August 12, 2019 8:07 AM
- > To: Honrado, Lara
- > Subject: Re: [Input requested] Meeting agenda for Monday
- >
- > Good morning Lara,
- >
- > How are you? s.22(1)
- >
- >
- > Looking forward to connecting with you and do the meeting with Parker and team this morning.
- > I am heading to the Annex to start and can do a draft agenda.
- >
- > Thinking a cochair model might be nice for the meeting today someone from COV and someone from their team.

> From there we can talk about what kind of meeting structure people want for this.
>
> I agree that landing on a timeline and scope good goals for this meeting and start to develop plans around other pieces.
>
> I'll send you a draft of the agenda early a.m. and maybe we can connect by phone or for a couple minutes before the meeting starts. My COV phone is 604-375-9045
>
> Talk soon
>
> April Sumter-Freitag
> Sumter/April
> Pronouns: She/Her They/Them
> Social Planner
> City of Vancouver
> 5th floor - 111 West Hastings St.
> 604-379-9045
>
>> On Aug 9, 2019, at 1:55 PM, Honrado, Lara <Lara.Honrado@vancouver.ca> wrote:
>>
>> Hi April,
>>
>> I hope this email finds you well. s.22(1)
>>
>> As for the next steps in the anti-Black racism work -
>> Let me know if you have specific agenda items for the meeting on Monday with Parker, Sadie and Cecily. Would you like to chair the conversation?
>>
>> From my perspective, we need to land on the specific scope, timing and delivery of workshop 1, who needs to be involved, who should participate and what needs to be in place to center Black COV staff in the considerations around accessibility, design, consent, representation, safety, supports, accommodation etc.
>>
>> What updates do we need to provide to the consultant team?
>>
>> Let me know what you think. Looking forward to moving ahead with this.
>>
>> Thank you,
>> Lara
>>
>>
>>
>> Sent from my iPad
>> <Anti black racism training development meeting Aug 12th.docx>

From: [Honrado, Lara](#)
To: [Maina, Naomi](#)
Cc: [Rudder, Adam](#); [Howell, Taryn](#); [Sumter-Freitag, April](#)
Subject: Re: Anti-Black Racism Workshop (October 21st, 2019 at 8:30am – 12pm)
Date: Wednesday, October 16, 2019 12:03:13 PM
Attachments: [image003.png](#)
[image1.png](#)



Here is the current status of the invitee list.

@Taryn, please confirm the details (time/location) for each of the workshops. Thank you.

Sent from my iPhone

On Oct 16, 2019, at 11:58 AM, Maina, Naomi <Naomi.Maina@vancouver.ca> wrote:

Hi Lara: Here is the email invite, just needing to confirm the venues for the workshops.

<image003.png>

Dear colleagues,

I would like to invite you to attend part one of the workshop series 'Taking on anti-Black Racism' on October 21st. This will be the first in a series of three workshops designed to begin conversations about how our policies and practices can address anti-Black racism.

Background

Last Fall the City Manager sent out a city-wide email naming the reality of anti-Black racism in Vancouver (see letter below). Following this email, various conversations and initiatives were started to discuss how the City of Vancouver can address the realities and consequences of individual and institutional racism. One of the main initiatives underway is the council mandate to develop an equity framework that will guide efforts to create an equitable city. These workshops will set the foundation for the Equity Framework which foregrounds the need for racial equity.

Why should you attend?

CoV leaders will play a key role in the development of equitable working environments within the City of Vancouver. Your commitment to this work will be invaluable as we deepen our common understanding of the ways in which inequities manifest in policy and practice.

About the Workshop

The three-workshop series entitled 'Taking on anti-Black Racism' will address urgent issues related to anti-Black racism in Canada and specifically in BC and Vancouver. The first workshop will focus on awareness and understanding of ways anti-Black racism has unfolded historically, in the media, as cultural appropriation and with structural/systemic consequences. It will be a meaningful introduction to the 3-part series through music, media, data and discussion. We hope to begin wrapping our heads and hearts around the ways in which anti-Black racism impacts people of African descent in the daily lived experiences in the workplace and in Vancouver in general. Each workshop will connect the content

to organizational leadership and workplace efforts.

Participants will be asked to sign up for and attend all three workshops, as they will be organized in accordance with the cohort learning model. The cohort model helps to build a shared learning environment as participants move through conversations together.

There will be a short feedback/evaluation which will be used in planning the subsequent sessions.

Workshop Details:

Workshop #1: October 21st at 8:30am – 12pm; **Venue:** City Hall

Workshop #2: ?

Workshop #3: ?

Facilitators

Sadie Kuehn is a policy developer, implementation specialist and trainer, who has spent years developing policy for all levels of government and community groups and agencies

Cicely Belle Blain is an award-winning activist and writer and the CEO of Cicely Blain Consulting. Cicely developed their wealth of social justice knowledge into transformative diversity and inclusion education. Cicely has spoken on LGBTQ inclusion at the United Nations Summit in Ecuador in 2016, on behalf of the Canadian Delegation, and was [listed](#) as one of CBC's 150 Black Womxn Making Change in Canada. Cicely is co-founder of Black Lives Matter Vancouver and has led workshops on understanding and challenging Anti-Blackness. Cicely's diversity, inclusion and social justice work extends across North America, Europe and Asia.

Parker Johnson is a consultant, who has been working in the field of harassment and discrimination prevention, workplace equity and inclusion, conflict resolution and organizational change for over 15 years in Canada. Prior to moving to Canada in 2002, he worked in the US in higher education administration and policy, and curriculum transformation focusing on diversity, equity and inclusion. Parker is currently serving as a facilitator for the Community Advisory Committee on Temporary Modular Housing at 258 Union Street (Hogan's Alley).

From: [Honrado, Lara](#)
To: [Parker Johnson](#)
Cc: [Sumter-Freitag, April](#); [cicely s.22\(1\)](#); [sadie s.22\(1\)](#)
Subject: Re: Anti-Black Racism Workshop Development
Date: Thursday, August 8, 2019 9:32:45 AM

Looking forward to it. I will work with April on a meeting agenda, please let us know if you have specific items to add.

Warm regards,
Lara

Sent from my iPhone

On Aug 7, 2019, at 11:38 PM, Parker Johnson <[s.22\(1\)](#)> wrote:

Hi Lara,

I responded individually but did not reply all. We look forward to seeing you and April on August 12.

Thanks
Parker

On Thu, Aug 1, 2019 at 4:57 PM Honrado, Lara <Lara.Honrado@vancouver.ca> wrote:

Location: Woodward's - 4th Floor - Hastings Mill Room (just outside the elevators)

--

Parker Johnson
Consultant, Facilitator, Educator, Mediator, Coach
Organizational change, workplace diversity, equity and inclusion
cell [s.22\(1\)](#)

I acknowledge that I live on the unceded territories of the skwxwú7mesh (Squamish), selilwítulh (Tsleil-Waututh), and xʷməθkʷəy̓əm (Musqueam) nations.

Pronouns: he/him/his

From: [Honrado, Lara](#)
To: [Maina, Naomi](#)
Cc: [Rudder, Adam](#); [Sumter-Freitag, April](#)
Subject: Re: Final Preparation for Monday
Date: Friday, October 18, 2019 2:40:34 PM

I can also ask Sammie Jo on our team to help with any last minute logistics as needed. Let me know if there are specific tasks she can assist with before EOD. She should have time between 4-5pm

Sent from my iPhone

On Oct 18, 2019, at 2:38 PM, Honrado, Lara <Lara.Honrado@vancouver.ca> wrote:

Yes let's do that. I neglected to flag catering approval request in advance so we'll have to process the expense as a reimbursement.

Please also coordinate with the Clerks office before EOD today about access to the computer and screen in committee room #1, and any specific setup needed by Parker.

Someone will have to grant their team access to the building at 7:30am. I won't be there in time as I have school drop off that morning.

Thank you.

Sent from my iPhone

On Oct 18, 2019, at 2:24 PM, Maina, Naomi <Naomi.Maina@vancouver.ca> wrote:

I was able to get the supplies from the planning office. We'll just need to figure out coffee and tea - we can possibly get some from Starbucks on Monday morning?

From: Honrado, Lara
Sent: Friday, October 18, 2019 2:10 PM
To: Maina, Naomi
Cc: Rudder, Adam; Sumter-Freitag, April
Subject: Re: Final Preparation for Monday

Khush can hopefully assist. I think Taryn is not at Woodward's now. I'm at the Hall for the rest of the day.

Sent from my iPhone

On Oct 18, 2019, at 2:03 PM, Maina, Naomi <Naomi.Maina@vancouver.ca> wrote:

Hi Lara – We're all at meetings away from Woodward's today. Would Taryn have the capacity to support this? If not, perhaps I can come back to the office after my 4:30 meeting to do the prep.

Please let me know. Thanks, Mumbi

From: Honrado, Lara
Sent: Friday, October 18, 2019 1:34 PM
To: Maina, Naomi; Rudder, Adam; Sumter-Freitag, April
Subject: Re: Final Preparation for Monday

Hi folks, are you able to support the requests for room prep and tech below?

Please let me know. Thank you.

Sent from my iPhone

On Oct 18, 2019, at 12:21 PM, Parker Johnson
<[s.22\(1\)](mailto:s.22(1)@vancouver.ca)> wrote:

Hi Lara and All,

Thank you for sending it again. This is great and apparently I missed the earlier copy of the message to managers.

We'll arrive on Monday, October 21 at 7:30am for setup. As we mentioned previously, we bring handouts (quiz and evaluation), PowerPoint on portable drive, and a backup computer. Any confirmation many folks will attend, so we can plan accordingly?

We appreciate the help with room setup and refreshments (coffee, tea, water, etc). For room setup, would you please provide:
Computer, PowerPoint projector, Screen and audio
Two flip charts, markers and tape
Table groups of 4-5 people
Name badges
Registration sign in for participants
Paper and pens for participants to take notes

Should we check in with security regarding parking passes? Did we miss anything?

We're really looking forward to Monday! Have a great weekend!

Thanks
Parker

On Thu, Oct 17, 2019 at 5:26 PM Honrado, Lara
<Lara.Honrado@vancouver.ca> wrote:

Sent by Sandra Singh

Subject: RE: Anti-Black Racism Workshop #1

Dear Colleagues,

I would like to invite you to participate in the learning series 'Taking on anti-Black Racism' that will commence on October 21 This will be the first of three workshops designed to begin conversations about how our policies and practices can address anti-Black racism.

Background

Last fall, the City Manager sent out a city-wide email naming the reality of anti-Black racism in Vancouver (see letter below). Following this email, various conversations and initiatives were started to discuss how the City of Vancouver can address the realities and consequences of individual and institutional racism. One of the main initiatives underway that aligns with this work is the development of an Equity Framework that will guide our efforts to create an equitable city. These workshops will provide good insight and information for the work on the Equity Framework which foregrounds the need for racial equity.

Why should you attend?

CoV leaders play a key role in the development of equitable working environments within the City of Vancouver and also make decisions that impact equity outcomes in community. Your commitment to this work will be invaluable as we deepen our common understanding of

the ways in which inequities manifest in policy and practice.

About the Workshop

The three-workshop series entitled 'Taking on anti-Black Racism' will address urgent issues related to anti-Black racism in Canada and specifically in BC and Vancouver. The first workshop will focus on awareness and understanding of ways anti-Black racism has unfolded historically, in the media and as cultural appropriation, and with structural/systemic consequences. It will be a meaningful introduction to the 3-part series through music, media, data and discussion. We hope to begin wrapping our heads around the ways in which anti-Black racism impacts people of African descent in the daily lived experiences in the workplace and in Vancouver in general. Each workshop will connect the content to organizational leadership and workplace efforts.

Participants will be asked to attend all three workshops, as they will be organized in accordance with the cohort learning model. The cohort model helps to build a shared learning environment as participants move through conversations together.

There will be a short feedback/evaluation which will be used in planning the subsequent sessions.

<image001.png>

Workshop Details:

- **Workshop #1:** Oct 21, 8:30am – 12pm - City Hall – Committee Room 1
- **Workshop #2:** Nov 12, 8:30am – 12pm - City Hall – Committee Room 1
- **Workshop #3:** Jan 28, 8:30am – 12pm - City Hall – Committee Room 1

Facilitators

Sadie Kuehn is a policy developer, implementation specialist and trainer, who has spent years developing policy for all levels of government and community groups and agencies

Cicely Belle Blain is an award-winning activist and writer and the CEO of Cicely Blain Consulting. Cicely developed their wealth of social justice knowledge into transformative diversity and inclusion education. Cicely has spoken on LGBTQ inclusion at the United Nations Summit in Ecuador in 2016, on behalf of the Canadian Delegation, and was listed as one of CBC's 150 Black Womxn Making Change in Canada. Cicely is co-founder of Black Lives Matter Vancouver and has led workshops on understanding and challenging Anti-Blackness. Cicely's diversity, inclusion and social justice work extends across North America, Europe and Asia.

Parker Johnson is a consultant, who has been working in the field of harassment and discrimination prevention, workplace equity and inclusion, conflict resolution and organizational change for over 15 years in Canada. Prior to moving to Canada in 2002, he worked in the US in higher education administration and policy, and curriculum transformation focusing on diversity, equity and inclusion. Parker is currently serving as a facilitator for the Community Advisory Committee on Temporary Modular Housing at 258 Union Street (Hogan's Alley).

Thank you for accepting our invitation. I look forward to seeing you on the 21st and to learning alongside you.

Sandra

=====

December 10, 2018

City Manager Sadhu Johnston's Statement to Staff on Anti-Black Racism

Greetings Colleagues,

Vancouver is situated on the unceded homelands of the Musqueam, Squamish, and Tsleil-Waututh peoples and prides itself as being one of the most diverse cities in the world. While we have much to celebrate, we also must acknowledge that racism still exists in our city.

We know that racialized discrimination and threats of violence create trauma that results in psychological, physical, spiritual, social and economic harm, and reduces life chances. We have recognized this in our work on Reconciliation with Indigenous communities and in our historic apology to the Chinese community, and in our longstanding awareness of and active responses to antisemitism. This same commitment to dignity and equity can be seen in our work to address discrimination against the LGBTQ+ community.

From past to present – and most recently in the last few weeks – incidents of anti-Black racism in Vancouver have been reported by members of the Black community. These incidents involve hate speech and threats of racialized violence against black youth. We must acknowledge that anti-Black racism exists in Vancouver and consider what action we can implement within our work as the City to address this issue.

As the impacts of racism faced by Black communities become more visible to the wider residents of Vancouver and to City staff, and we begin to better understand unconscious bias and how it manifests in society, we have an opportunity to address anti-Black racism and the disproportionate traumatic impact these incidents have on Black youth and members of the Black community.

Through the work of many people involved in Hogan's Alley and a number of other community-driven initiatives, we continue to deepen our understanding of the experiences and values of Vancouver's Black community. As we end the year and look forward to celebrating Black History Month in February, it is a good time to reflect on how these activities contribute to recognizing the history and importance of the Black community in Vancouver, how anti-Black racism and racial bias continues to impact this community, and what further action the City might take to address this inequity.

In the next year, facilitated by ACCS, City departments will be working together to develop an Equity Framework that will seek to deepen the City's commitment to equity for those impacted by intersecting barriers to full participation in society and to reaching their full potential. Within the context of this work, we will initiate efforts to address anti-Black racism as a societal issue, reaching out to other public sector partners, community organizations, and people with lived experience to better understand the Vancouver context and to find Vancouver responses. We see this as complementing both our work on Reconciliation with Indigenous peoples and on the Chinatown revitalization efforts arising from last year's historic apology to Vancouver residents of Chinese descent.

To our staff who identify as Black, Indigenous, and people of colour and to our wider community, I affirm that as a City we condemn all acts of hate speech and racialized violence. We condemn racism and will continue working to eliminate it in all its forms in our city.

Best,
Sadhu

Sadhu Afochs Johnston | City Manager
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4

From: Parker Johnson [mailto:[s.22\(1\)](mailto:s.22(1)@vancouver.ca)]
Sent: Thursday, October 17, 2019 3:42 PM
To: Maina, Naomi; Rudder, Adam; Honrado, Lara; Sumter-Freitag, April; Hurford, Dianna
Cc: Cicely Blain; Sadie Kuehn
Subject: Re: RE Key take aways for workshop 1

Hi All,

Following up on the email invitation that was sent out to managers. We may have missed it, so please forgive the duplication. Would you please send a copy to us? Also, I believe that Dianna referenced some City of Vancouver data which would be useful to us in the workshop. If you would share that with us (it will be kept confidential and used only for the workshop), it would be greatly appreciated.

Thanks,
Parker

Parker Johnson
Consultant, Facilitator, Educator, Mediator, Coach
Organizational change, workplace diversity, equity and inclusion
cell [s.22\(1\)](tel:s.22(1)@vancouver.ca)

I acknowledge that I live on the unceded territories of the skwxwú7mesh (Squamish), sel̓ilwítulh (Tsleil-Waututh), and xʷməθkʷəy̓əm (Musqueam) nations.

Pronouns: he/him/his

On Wed, Oct 9, 2019 at 4:21 PM Hurford, Dianna
<Dianna.Hurford@vancouver.ca> wrote:

This is wonderful! Thank you Cicely. And thanks to all for the meeting yesterday. Really looking forward to this work together.

Dianna

dianna hurford MCIP, RPP
senior planner // city of vancouver
social policy & projects //
dianna.hurford@vancouver.ca //
T: 604.673.8286 | C: [s.15\(1\)\(l\)](tel:s.15(1)(l)@vancouver.ca)
Pronouns: she / her / hers

I am humbly thankful that I live and work on the unceded Homelands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and sel̓ilwátəʔ / sel̓ilwítulh (Tsleil-Waututh) nations

From: Cicely Blain [mailto:cicely@cicelyblainconsulting.com]
Sent: Wednesday, October 9, 2019 12:23 PM
To: Sadie Kuehn; Parker Johnson; Rudder, Adam; Sumter-Freitag, April; Maina, Naomi; Hurford, Dianna; Cicely Blain; Honrado, Lara
Subject: Spam: Key take aways for workshop 1

Hi folks,

I put together this little infographic to outline the key takeaways from workshop one - this may help in communicating and promoting the workshop to participants and I hope Sandra may consider sending it our with her communications.

<image002.png>

Best,

Cicely

--



Cicely Blain
Consultant & Facilitator
they/she

T: [604-245-0227](tel:604-245-0227)

E: info@cicelyblainconsulting.com | W: www.cicelyblainconsulting.com



This work is happening on the unceded, occupied, ancestral and traditional lands of the xʷməθkʷəy̍əm (Musqueam), Skwxwú7mesh (Squamish), and Selilwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

--

Parker Johnson
Consultant, Facilitator, Educator, Mediator, Coach
Organizational change, workplace diversity, equity and inclusion
cell [s.22\(1\)](tel:604-222-1111)

I acknowledge that I live on the unceded territories of the skwxwú7mesh (Squamish), selilwitulh (Tsleil-Waututh), and xʷməθkʷəy̍əm (Musqueam) nations.

Pronouns: he/him/his

From: [Honrado, Lara](#)
To: [cocely@cocelyblainconsulting.com](mailto:cicely@cocelyblainconsulting.com)
Cc: [Maina, Mumbi](#); [Hurford, Dianna](#)
Subject: RE: Invoice - INV-000167 from Cicely Blain Consulting
Date: Friday, March 6, 2020 10:27:00 AM

Thank you for sending this invoice for the full anti-Black racism workshop series delivery.

Copying Mumbi and Dianna, FYI to help with processing.

Cheers,

Lara

From: Cicely Blain [mailto:message-service@sender.zohobooks.com]

Sent: Friday, March 06, 2020 6:35 AM

To: Honrado, Lara

Subject: Invoice - INV-000167 from Cicely Blain Consulting



Invoice #INV-000167

Dear City of Vancouver,

Thank you for your business. Your invoice can be viewed, printed and downloaded as PDF from the link below. You can also choose to pay it online.

INVOICE AMOUNT

\$15,750.00

Invoice No INV-000167

Invoice Date 06/03/20

Due Date 05/04/20

[VIEW INVOICE](#)

Regards,

Cicely Blain

Cicely Blain Consulting

From: [Honrado, Lara](#)
To: [Singh, Sandra](#)
Cc: [Zak, MaryClare](#); [Pickstone, Sarah](#)
Subject: [UPDATED FOR REVIEW] Anti-Black Racism workshop details + attachment
Date: Wednesday, October 16, 2019 5:59:26 PM
Attachments: [image003.png](#)

Hi Sandra,

Attachment included in this version. Folks already have the dates held in their calendars and this is the follow up email with details.

[FOR REVIEW]



Dear Colleagues,

I would like to invite you to participate in the learning series ‘Taking on anti-Black Racism’ that will commence [on October 21st](#). This will be the first of three workshops designed to begin conversations about how our policies and practices can address anti-Black racism.

Background

Last fall the City Manager sent out a city-wide email naming the reality of anti-Black racism in Vancouver (see letter below). Following this email, various conversations and initiatives were started to discuss how the City of Vancouver can address the realities and consequences of individual and institutional racism. One of the main initiatives underway is the council mandate to develop an equity framework that will guide efforts to create an equitable city. These workshops will set the foundation for the Equity Framework which foregrounds the need for racial equity.

Why should you attend?

CoV leaders will play a key role in the development of equitable working environments within the City of Vancouver. Your commitment to this work will be invaluable as we deepen our common understanding of the ways in which inequities manifest in policy and practice.

About the Workshop

The three-workshop series entitled ‘Taking on anti-Black Racism’ will address urgent issues related to anti-Black racism in Canada and specifically in BC and Vancouver. The first workshop will focus on awareness and understanding of ways anti-Black racism has unfolded historically, in the media, as cultural appropriation and with structural/systemic consequences. It will be a meaningful introduction to the 3-part series through music, media, data and discussion. We hope to begin wrapping our heads and hearts around the ways in which anti-Black racism impacts people of African descent in the daily lived experiences in the workplace and in Vancouver in general. Each workshop will connect the content to organizational leadership and workplace efforts.

Participants will be asked to attend all three workshops, as they will be organized in accordance with the cohort learning model. The cohort model helps to build a shared learning environment as participants move through conversations together.

There will be a short feedback/evaluation which will be used in planning the subsequent sessions.

Workshop Details:

Workshop #1: [Oct 21, 8:30am – 12pm](#) - City Hall – Committee Room 1

Workshop #2: [Nov 12, 8:30am – 12pm](#) - City Hall – Committee Room 1

Workshop #3: [Jan 28, 8:30am – 12pm](#) - City Hall – Committee Room 1

Facilitators

Sadie Kuehn is a policy developer, implementation specialist and trainer, who has spent years developing policy for all levels of government and community groups and agencies

Cicely Belle Blain is an award-winning activist and writer and the CEO of Cicely Blain Consulting. Cicely developed their wealth of social justice knowledge into transformative diversity and inclusion education. Cicely has spoken on LGBTQ inclusion at the United Nations Summit in Ecuador in 2016, on behalf of the Canadian Delegation, and was listed as one of CBC's 150 Black Womxn Making Change in Canada. Cicely is co-founder of Black Lives Matter Vancouver and has led workshops on understanding and challenging Anti-Blackness. Cicely's diversity, inclusion and social justice work extends across North America, Europe and Asia.

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December 10, 2018

City Manager Sadhu Johnston's Statement to Staff on Anti-Black Racism

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Best,

Sadhu

Sadhu Aufochs Johnston | City Manager

City of Vancouver | [453 W 12th Avenue](#)

Vancouver | BC V5Y 1V4

Sent from my iPad

From: [Singh, Sandra](#)
To: [MacEachern, Matthew](#)
Subject: RE: Anti-Black Racism Workshop Proposal for Community Services
Date: Wednesday, February 27, 2019 3:43:00 PM
Attachments: [image001.jpg](#)

Thanks Matt – I read \$18K as the total

Thanks for your review and the thoughtful analysis. It's great to know you see this as reasonable

S

From: MacEachern, Matthew
Sent: Wednesday, February 27, 2019 12:53 PM
To: Singh, Sandra
Subject: RE: Anti-Black Racism Workshop Proposal for Community Services

Hi Sandra

Thanks for asking.

I've actually reached out to Lara to see if she's willing to clarify – that the \$18,000 figure is the absolute total and that the other quoted figures (\$9000, \$6000, etc) are not in 'addition' to the \$18,000.

She'll get back to me today.

With regard to the rates, I'd say a typical 'daily rate' for leadership training is anywhere between \$2,400/ day to \$4,500. When consultants do 'half day' workshops they'll often charge the same fee given the travel, set up, and take down involved.

I'd say their fees are definitely in line *if* the \$18,000 is the total.

Also, sometimes for workshops like these, a consultant may choose to charge a per person rate. With 30 people for each workshop – that would be \$200 per person. (3 workshops times 30 people equals 90 people).

One thing to consider, given that part of the fee is to 'develop' the workshop for us – that means we're paying them – which could mean then that once the workshop is developed – we then own the content.

We should probably clarify this with Parker. Bare minimum, there should not be additional development fees in the future, should we run the workshops again.

Is this helpful at all?

Matt

Matthew MacEachern
Manager, Organizational Development
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4
Direct: 604.829.2041 Cell: s.15(1)(l)

Matthew.maceachern@vancouver.ca

This email is intended solely for the use of the individual or entity named above and contains information which is PRIVILEGED and CONFIDENTIAL. Any use of this communication by an unintended recipient is strictly prohibited. If you are not the intended recipient, please notify us by telephone and destroy this email.



From: Singh, Sandra
Sent: Tuesday, February 26, 2019 12:15 PM
To: MacEachern, Matthew
Subject: FW: Anti-Black Racism Workshop Proposal for Community Services

Hi Matt,

We have been searching around for some base training that could lay the foundation for anti-black racism work. Some local experts with lived experience have proposed a series of workshops that sound intriguing, but the costs seem a bit high to me.

I was wondering if you could take a look and let me know what you think ... do these costs seem reasonable to you? (I had been thinking that a training facilitator ranges from about \$1,000-\$1200/day but I could be way off)

S

From: Honrado, Lara
Sent: Monday, February 25, 2019 9:50 PM
To: Singh, Sandra
Subject: Fwd: Anti-Black Racism Workshop Proposal for Community Services

Hi Sandra,

Below is a proposal for your consideration from a consultant team to deliver a 3-workshop series of learning sessions over the course of this year. The workshops would align with both the Equity framework and the Intersectional framework as well as the City's ongoing work with Hogan's Alley. It would also complement the work of the UBC Healthy City scholar who will do research anti-blackness in contemporary urban planning in Canada.

Metha and Bronwen have reviewed this draft proposal and agree that it is solid in approach and collective expertise. April is s.22(1) but she is aware of the draft proposal and also believes it to be a positive step forward. Klodyne has been away s.22(1) so I have not yet shared this with her.

Workshop participants could potentially include staff from PDS, though it is framed with

ACCS in mind. FYI, Parker Johnson is a former COV staff member who worked in EEO.

The amount quoted is \$18K, so this may require working with Procurement to do a NOITC or RFEOI. Let me know if I can clarify any of the information below.

Many thanks,
Lara

Sent from my iPad

Begin forwarded message:

From: Parker Johnson s.22(1)
Date: February 19, 2019 at 10:18:24 AM PST
To: "Honrado, Lara" <lara.honrado@vancouver.ca>
Cc: Cicely Blain s.22(1), Sadie Kuehn s.22(1)
Subject: Workshop Proposal for Community Services

Hi Lara,

Sadie Kuehn, Cicely Belle Blain and I are submitting the following proposal for your consideration.

Understanding and Challenging Anti-Black Racism

To follow-up on the memo addressing on anti-Black racism to City staff from the City Manager on December 12, 2018, we would like to propose a series of 3, 3-hour workshops, to be offered to a cross section of staff including managers and supervisors. These workshops, which are a pilot project, are to consist of 30-40 people. The workshops will address anti-Blackness as a historic, systemic, institutional, and organizational issue. Participants will gain an increased awareness, understanding and knowledge of anti-Black bias in society, institutional policies and practices, and interpersonal interactions.

The workshops will be developed and facilitated by Sadie Kuehn, Parker Johnson and Cicely Blain. They bring a vast range of experience, knowledge and skills regarding anti-oppression workshop facilitation and creating respectful and inclusive organizational practices to better work with marginalized groups, especially regarding race, gender, sexual orientation and class from an intersectional framework.

Sadie Kuehn is a policy developer, implementation specialist and trainer, who has spent years, developing policy for all levels of government and community groups and agencies

Cicely Belle Blain is an award-winning activist and writer and the CEO of Cicely Blain Consulting. Cicely developed their wealth of social justice

knowledge into transformative diversity and inclusion education. Cicely has spoken on LGBTQ inclusion at the United Nations Summit in Ecuador in 2016, on behalf of the Canadian Delegation, and was [listed](#) as one of CBC's 150 Black Womxn Making Change in Canada. Cicely is co-founder of Black Lives Matter Vancouver and has led workshops on understanding and challenging Anti-Blackness. Cicely's diversity, inclusion and social justice work extends across North America, Europe and Asia.

Parker Johnson is a consultant, who has been working in the field of harassment and discrimination prevention, workplace equity and inclusion, conflict resolution and organizational change for over 15 years in Canada. Prior to moving to Canada in 2002, he worked in the US in higher education administration and policy, and curriculum transformation focusing on diversity, equity and inclusion. Parker is currently serving as a facilitator for the Community Advisory Committee on Temporary Modular Housing at 258 Union Street (Hogan's Alley).

The workshop development process will include an initial meeting or two by the facilitation team with Black staff who are interested in meeting with the facilitators to confidentially share their experiences, hopes and concerns regarding race and anti-Black racism. The City will do outreach, communication, and logistics for said meetings. The workshops will be offered in April, June and September.

Key workshop themes:

- Historical, systemic and institutional anti-Blackness in Canada, BC and Vancouver
- Understanding intergenerational trauma and the enduring legacy of racism, slavery and colonialism;
- Understanding the role of the institutions in anti-Blackness and the ongoing erasure of Black communities;
- Identifying racism and anti-Blackness in institutional practices and day-to-day interaction;
- Develop strategies and practices to challenge unconscious bias and anti-Blackness in our work.

After each of the first two workshops, the facilitation team will review and revise the upcoming workshops as needed. In addition, a short summary of the lessons outcomes, learned and recommendations for future workshops beyond the pilot.

The workshop's support will be provided by the City of Vancouver including selection of participants, refreshments for participants, meeting space, technical support (powerpoint projector with laptop and screen, flipchart paper and markers, photocopies of materials for participants, evaluations, name tags, registration and follow-up, and other support as needed.

The fee for developing, delivering and providing a short summary of recommendations is \$18,000. Workshop development is \$1000/per person for each workshop (\$9,000)

This is based on a ½ day facilitation rate of \$1,000 per person with a two person team (\$6,000). In addition, a short summary with recommendations and 2 meetings with interested and available Black staff (\$3,000).

We appreciate your consideration and look forward to your response.

Thank you,
Parker, Sadie and Cicely