

TORONTO ACTION PLAN TO CONFRONT ANTI-BLACK RACISM ANNUAL REPORT

Year Four Summary of Progress

Overview

This document captures the Year Four actions delivered between January 2022 to December 2022 to advance the Toronto Action Plan to Confront Anti-Black Racism. The Confronting Anti-Black Racism Unit worked in collaboration with Black-led and Black-serving community groups, advisory tables, and organizations and institutions; in addition to City agencies, boards, commissions, and divisions to track, evaluate, and report on the status of commitments. All actions are divided into five (5) status categories and are assigned an anticipated completion date divided into 3 categories. All categories are defined related to the status of actions are defined below:

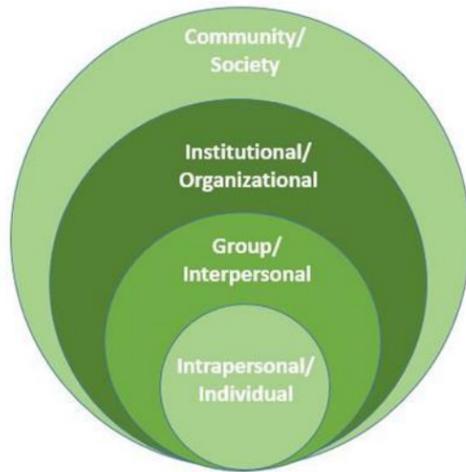
Action Status Categories:

<p><u>COMPLETE</u> Indicates that resources have been assigned and deployed, activities completed, outputs were produced, and desired short-term outcomes achieved.</p>	<p><u>IN-PROGRESS</u> Indicates that resources have been identified and deployed, activities are underway, resulting in some outputs and short-term outcomes.</p>	<p><u>PLANNING UNDERWAY</u> Indicates that resources may have been identified but not secured, activities may have been identified, but no outputs or short-term outcomes have been produced at the moment.</p>	<p><u>NOT STARTED</u> Resources have not been identified, no activities started, no outputs or short-term outcomes.</p>	<p><u>REVISED</u> Indicates that this action has been merged with another, edited, or is not being pursued.</p>
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Expected Completion Date Categories:

<p><u>Completed in Reporting Year Q1 2022 TO Q4 2022)</u> Indicates that the action and activities (programs, services, or policy development) has been fully implemented.</p>	<p><u>Activities On-going (Ongoing)</u> Indicates the action may have been implemented, but activities (programs, services, or policy development) and their outcomes are on-going.</p>	<p><u>Expected in the Next Reporting Year (Q1-Q4 2023)</u> Indicates the action and associated activities, (programs, services, or policy development) are expected to be completed in the following year)</p>
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The UBUNTU Framework



The Confronting Anti-Black Racism Unit’s UBUNTU African-Centred Impact Assessment Framework is an approach to assess transformational change and immediate and long-term impacts experienced by Black communities. The Framework represents and honours a new way of assessing systems change and evaluating outcomes. It uses a decolonized approach to identify and understand community-defined metrics. The approach is also informed by the knowledge that Black communities experience shifts across various spheres of their experience differently, in part because of the pervasive ways anti-Black racism impacts their lives in distinct ways at the personal, group, institutional and societal levels. This year reporting on actions also identified change and impact at the 4 spheres of the UBUNTU framework, reported by lead partners.

Due to the differential impacts, to assess the full spectrum of outcomes, transformative change is measured across 4 spheres of influence and impact, which include:

- **PERSONAL/INDIVIDUAL:** We need to activate, sustain, and promote change at the personal and individual level. Confronting anti-Black racism depends on mental, emotional, spiritual and intellectual level change in individuals.
- **GROUP/INTERPERSONAL:** We need to transform group dynamics on the small scale to form a foundation for broader institutional and communal change. We need to engage teams, working groups, and committees in disruptive conversations that upset the dominance of white supremacy, hetero-patriarchy, and class in small to mid-size group dynamics.
- **INSTITUTIONAL/ORGANIZATIONAL:** We need to transform and cultivate new cultures within organizations and institutions. Cultures that promote robust engagement with the root causes of systematic disadvantage and inequity built on and sustained by anti- Black racism. This level is about our shared beliefs, attitudes, values, emotions, systems, policies, and practices.
- **COMMUNITY/SOCIETY:** We need to sustain and contribute to broader societal and communal change. Anti-Black racism is embedded in all parts of society and must be confronted in all its societal incarnations, whether it is racial profiling, disproportionate levels of mental health challenges, or a higher vulnerability to gentrification and displacement.

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Service Targeting & Coordination Focus, integrate and coordinate action to improve the health and wellbeing of Black communities. Leverage the City's diverse networks, relationships and convening power to align existing and	1	Increase access to high-quality programs for Black children and youth.	Social Development, Finance & Administration Youth Development Unit	<ul style="list-style-type: none"> Staff support to hire qualified consultants 	<ul style="list-style-type: none"> Consultations with African, Black, and Caribbean trans & Non-Binary youth to inform the development of the Trans and Non-Binary Youth Service Plan Developed a scope of work and with Blueprint, consultants contracted to recruit and facilitate an Advisory Table and conduct consultations with two-spirit, trans and non-binary youth, including African, Black and Caribbean trans & non-binary youth. 	<ul style="list-style-type: none"> An agreement with Blueprint consultants. 	<ul style="list-style-type: none"> A proposal to complete consultations in 2023. 	Institutional: Better positioned to effectively consult two-spirit, trans and non-binary youth, including African, Black, and Caribbean trans & non-binary young people.	Q4 2023	Planning underway
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff time Funding Partners (procuring services externally from Black Experts on Anti-Black Racism) 	Delivered enhanced training and provide supports to Toronto Children's Services' senior management team (SMT) and divisional management team (DMT) on anti-Black racism and effective programming for Black children: <ul style="list-style-type: none"> Completed a non-competitive procurement process. Coordinated, scheduled, and implemented enhanced training sessions for SMT and DMT. Provided technical and secretariat support to Black consultants/experts delivering training. Applied learning from Anti-Black Racism training to create a divisional CABR action plan. 	<ul style="list-style-type: none"> Business case Non-competitive procurement form Training sessions for SMT and DMT Creation of a divisional CABR Action Plan 	<ul style="list-style-type: none"> Increased capacity to address these issues through programming and policy changes, including learning best practices for designing and implementing programs that effectively serve the needs of Black children and families. Increased collaboration among team members around CABR, as well as the development of a divisional action plan for addressing anti-Black racism within TCS units. 	Group: SMT and DMT leadership groups have enhanced awareness and knowledge amongst TCS leaders about the manifestations of anti-Black racism within the division and within the early years and childcare sector. Leaders will be able to apply learning from enhanced training to create a divisional CABR Action plan, which will have impacts on the institutional level (workplace culture) and community (service systems improvement for Black families and children).	Q2 2022	Complete

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new investments through and beyond COVID-19, with a focus on delivering improved outcomes across seven integral social determinants of health. Key determinants include: (1) mental health and access to health care, (2) food security, (3) stable housing, (4) access to employment and income, (5) community safety, (6) education, and (7) the environment.	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens	Children's Services	<ul style="list-style-type: none"> Staff time Funding 	<p>Convened a working group of Black experts and leaders within the early years and childcare sector to advise on developing, delivering CABR training, and culturally safe programming within the early years and childcare sector.</p> <p>Activities include:</p> <ul style="list-style-type: none"> Initial scoping of working group Identification of potential members Development and drafting of Terms of Reference Establishment of a Honoria Convened the working group 	<ul style="list-style-type: none"> Established/convened the working group to inform the development, delivery, implementation, and evaluation of ABR training within the early years and childcare sector The Black Leaders Advocating for CABR in the Early Years Work Group has met consistently since April 2022. 	<ul style="list-style-type: none"> Identification of learning objectives, content, curriculum, and approaches to CABR training for the early years and childcare sector, as part of the Professional Learning Strategy. 	<p>Institutional/Organizational: Early Years and childcare staff prioritize the expertise of Black leaders in the community to drive a cultural shift within the early years and childcare sector, by co-designing a CABR training to move toward providing culturally safe and inclusive programming for Black children, families, and staff. Increased awareness and understanding of the impacts of anti-Black racism within the sector and the development of a tool to equip staff and the institution with the supports to create a more equitable environment. There is also an increased commitment to challenge the structures and systems that perpetuate anti-Black racism in the early years and childcare sector, and work towards creating a more equitable and inclusive sector.</p>	Q4 2022	Complete
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff time Funding 	<ul style="list-style-type: none"> Development of a Professional Learning Strategy that addresses anti-Black racism as a priority area for professional learning within the early years and childcare system. Incorporated findings and recommendations from the Black Leaders Advocating for CABR in the Early Years Work Group into the TCS Professional Learning Strategy Developed curriculum. 	<ul style="list-style-type: none"> Professional Learning Strategy Curriculum 	<ul style="list-style-type: none"> The Professional Learning Strategy identifies CABR as a priority area for professional learning for the early years and childcare sector. Increased awareness and understanding of the impacts of anti-Black racism within the early years and childcare system among staff and stakeholders. Implementation of a professional learning opportunities for staff and stakeholders that promote awareness about anti-Black racism within the sector and increased awareness about best practices in providing cultural safety programming. Development of concrete goals and strategies to address anti-Black racism within the early years and childcare system. Establishment of a mechanism for increased accountability and continued capacity building in TCS to ensure ongoing progress towards addressing anti-Black racism in the early years and childcare system. 	<p>Institutional/Organizational: Addressed and challenged anti-Black racism within the early years and childcare system by developing a Professional Learning Strategy that prioritizes anti-Black racism as a key area for professional learning and promotes cultural safety practices, resulting in increased awareness, accountability, and capacity building among staff and stakeholders.</p>	Q4 2022	Complete
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff time Funding 						

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Service Targeting & Coordination (continued)	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff time Funding 	<p>Developed and implemented training on anti-Black racism and effective programming for Black children, as part of the Professional Learning Strategy for the early years and childcare sector. Activities include:</p> <ul style="list-style-type: none"> Drafted and developed RFP for foundational ABR training. Drafted and developed a second RFP for ABR in the early years and childcare sector and for additional elective professional learning opportunities. Awarded contract(s) to the successful vendors. Created and issued the P.O. Contracted management to ensure the receipt of training services. 	<ul style="list-style-type: none"> RFP for foundational ABR training RFP for ABR in the early years and childcare sector Training sessions/modules 	<ul style="list-style-type: none"> Early years and childcare workforce have a foundational understanding of anti-Black racism. 	Institutional/Organizational: Developed and implemented a Professional Learning Strategy for the early years and childcare sector that prioritizes anti-Black racism and effective programming for Black children and families, which will promote cultural safety practices and result in increased awareness, understanding, and capacity building among staff working with Black children in the EarlyON sector.	Q1 2023	In progress
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff time Funding 	<p>Continued enhancements to deliver culturally safe childcare programs for Black children and families within Toronto Early Learning & Child Care Services (TELCCS)</p> <p>Enhanced Training for TELCCS Staff:</p> <ul style="list-style-type: none"> Developed business case for enhanced training for Toronto Early Learning & Child Care Services (TELCCS) staff on Anti-Racist Play-Based Learning. Completed a non-competitive procurement process. Coordinated, scheduled, and implemented training sessions on Anti-Black Racist Play Based-Learning. Additional activities included: Feb 2022 – Mosa Mc Neilly (artist and educator) did an evening workshop for all Black staff. She walked them through the stages of healing and held discussions around working with colleagues who may not understand their trauma. 120 frontline staff attended. 	<ul style="list-style-type: none"> Business Case Non-Competitive Procurement Form Training session on Anti-Racist Play-Based Learning 	<ul style="list-style-type: none"> TELCCS has an enhanced understanding of ABR, and how to implement strategies for anti-racist play-based learning. Increased sensitivity to programming and activities to ensure they are reflective of children and families and applying an equity lens to child and parent engagement. Changes to procurement to have materials and supplies reflective of children and families. Enhanced capacity for TELCCS staff to deliver culturally safe childcare programs: Through the enhanced training and resources provided, TELCCS staff will have increased capacity to deliver culturally safe childcare programs for Black children and families. This can lead to improved program quality and outcomes and can promote more positive experiences for Black children and families accessing these services. Increased engagement and participation of Black children and families in the early years and childcare sector: When culturally safe childcare programs are available, Black children and families may be more likely to engage and participate in the early years and childcare sector. This can lead to improved access to services, increased participation in 	Institutional/ Organizational: In TELCCS there was improved capacity of staff to deliver culturally safe childcare programs, leading to more inclusive and equitable environments, improved program quality and outcomes, and increased engagement and participation of Black children and families in the early years and childcare sector.	Q1 2022	Complete

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Service Targeting & Coordination (continued)	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens (continued).	Children's Services	<ul style="list-style-type: none"> Staff time Funding 	<ul style="list-style-type: none"> Mosa Mc Neilly also did a session for TCS. Many TELCCS supervisors attended – Nurturing the Black child: Why culturally responsive childcare matters. She also shared examples of Afrocentric art that could be done in the children's programs In February 2022, we also did our first program enhancement kits which was focused around celebrating Black Joy. We introduced large quantities of Black dolls, books, and cognitive play materials to each centre. Along with print resources for staff to support why representation matters. The STEAM part of the kits is noted in the spreadsheet. These items were mostly preschool based. Summer 2022 we again purchased a large quantity of black dolls for our infant and toddler programs. The same print resources were provided to staff. 2 membership sections of CABR working groups merged to create 1 CABR working group – created terms of reference to support the work, first newsletter communication was sent to all staff We also started working with the supervisors on MAWS (Me and White Supremacy). This was supporting a lot of learning, reflection, and growth among the supervisors 	<ul style="list-style-type: none"> Revised Parent Handbook Revised Program Statement Updated Curriculum Science, Technology, Engineering, Arts + Design, and Math (STEAM) resource for staff: provided TELCCS staff with resources to help them understand the 	<p>learning and development opportunities, and improved outcomes for Black children and families.</p> <ul style="list-style-type: none"> Staff and parents are aware of the divisional goals related to CABR. Staff and parents understand the importance of STEAM programming within childcare Black children and families have access culturally safe and STEAM programming. 	<p>Institutional/Organizational: In TELCCS there are continued enhancements to deliver culturally safe childcare programs for Black children and families within TELCCS, which reflects the nit's commitment to transforming and cultivating new cultures within the sector and demonstrate the unit's</p>	Q4 2023	In progress

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Service Targeting & Coordination (continued)	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens (continued).	Children's Services	<ul style="list-style-type: none"> Staff time Funding 	<p>and program plan with an ABR and equity lens.</p> <ul style="list-style-type: none"> Completed research and draft materials. Consulted with stakeholders including parents of Black children. Piloted, trained, and implemented new curriculum, programs and a program plan Purchased and distributed Science, Technology, Engineering, Arts + Design, and Math (STEAM) play equipment for all TELCCS sites. Created STEAM resource for staff. Trained ECEs on how to provide programs with a strong emphasis on STEAM. 	<p>importance of STEAM education for Black children in Early Childhood and to deliver culturally safe childcare programs for Black children and families. The STEAM resources included information and strategies on how to incorporate anti-racist and culturally responsive approaches into STEAM activities for young children.</p> <ul style="list-style-type: none"> STEAM equipment: provided TELCCS staff with the necessary equipment to effectively deliver STEAM activities that are culturally safe for Black children and families. This included items such as books, games, toys, and other materials that incorporate diverse perspectives and promote inclusivity and equity. 		efforts to activate, sustain, and promote change at the individual and group/interpersonal levels as well.		
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism	Children's Services	<ul style="list-style-type: none"> Staff time Funding 	<p>Develop and release the EarlyON Action Plan 2022-27 that prioritizes confronting Anti-Black Racism and focuses on improving outcomes for Black children and families.</p> <ul style="list-style-type: none"> Engagement with the EarlyON Black; Develop a Leadership Advisory; Development of action items that will result in improved outcomes for Black children and families. 	<ul style="list-style-type: none"> Drafted an EarlyON Action Plan that will be incorporated in the Service Plan. 	<ul style="list-style-type: none"> EarlyON Action Plan identifies the distinct needs of Black children and families, and priorities the City's goal of confronting anti-Black racism with the early years system. EarlyON Action Plan is results-oriented and focuses on priorities improving outcomes for Black children and families. EarlyON Action Plan will be integrated within the TCS Service Plan. 	<p>Institutional/Organizational: The promotion of systemic change that addresses anti-Black racism at the institutional level, which can lead to increased awareness, accountability, and sustained action to create more equitable and inclusive early years and childcare programs for Black children and families in Toronto.</p>	To be determined.	Planning underway

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Service Targeting & Coordination (continued)	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	<ul style="list-style-type: none"> Engagement with the EarlyON Black Leadership Advisory; Development of action items that will result in improved outcomes for Black children and families. 	<ul style="list-style-type: none"> Drafted an EarlyON Action Plan that will be incorporated in the Service Plan. 	<ul style="list-style-type: none"> EarlyON Action Plan identifies the distinct needs of Black children and families, and priorities the City's goal of confronting anti-Black racism with the early years system. EarlyON Action Plan is results-oriented and focuses on priorities improving outcomes for Black children and families. EarlyON Action Plan will be integrated within the TCS Service Plan. This work is now revised and will now be integrated within the TCS Service Plan. See above for more details about the Service Plan. 	Institutional/Organizational: The promotion of systemic change that addresses anti-Black racism at the institutional level, which can lead to increased awareness, accountability, and sustained action to create more equitable and inclusive early years and childcare programs for Black children and families in Toronto.	To be determined	Planning underway
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff time Funding Partners 	<ul style="list-style-type: none"> Review census data and data on inequities to understand the distinct needs of Black children and families. Continued engagement with the EarlyON Black Leadership Advisory. Draft, develop and launch the EarlyON Innovation Grant: Reimagining Early Years Programming for Black Children and Families, which will provide funding to EarlyON Agencies and Black mandated organizations to pilot targeted, responsive, and culturally safe and responsive programming and services to meet the distinct needs of Black children and families 	<ul style="list-style-type: none"> Guidelines for EarlyON Innovation Grant: Reimagining Early Years Programming for Black Children and Families Grant Evaluation Needs assessment 	<ul style="list-style-type: none"> Children's Services provided dedicated funding to support Black children and families as part of the early years system by empowering EarlyON service providers to provide culturally responsive programming and services through community-centered models and partnerships. The grants, ranging from \$30k to \$75k per grant, were disbursed in early January 2023 to allow for initiatives to take place throughout the year to address anti-Black racism within the early years and childcare system. Needs assessments and grant outcomes will inform the launch of two (2) Black EarlyON Child and Family Centres which will support Black children and families ongoing. 	Institutional/Organizational: Dedicated funding will support Black children and families with more culturally responsive programming and services across the EarlyON sector targeted investment in community-centred models and partnerships to address anti-Black racism in EarlyON. An enhanced response from EarlyON service providers to meet the needs of Black children and their families in a meaningful and intentional way.	Q1 2024	In progress
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	<ul style="list-style-type: none"> Conducted interjurisdictional scan Conduct research on racial incidents and racial trauma in childcare Engage with Black children and families Engage with Black experts in the field Draft and develop updated guidelines, including a process 	<ul style="list-style-type: none"> Updated approach to responding to and tracking racial incidents in childcare centres. Creation of a mechanism for tracking racial incidents in childcare centres. Updated Guidelines for Responding to Racial Incidents in Child Care. 	<ul style="list-style-type: none"> Early years and childcare workforce will be responsive to reports of racial incidents and anti-Black racism, and uses common language and mechanisms to track, report and adequately respond to these incidents. 	Institutional/Organizational The Early Years and childcare system could deliver a process for tracking and responding to reports of racial incidents and trauma within childcare centers to ensure that childcare centers are better equipped to address instances of racism and support children and families who have experienced racial trauma.	Q4 2023	Not started

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Service Targeting & Coordination (continued)	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	<p>Review of Divisional Practices for Capital Developments and the Expression of Interest (EOI) process:</p> <ul style="list-style-type: none"> Create a business case to review the division's practices for the EOI process for newly built or renovated early years and childcare centres. <ul style="list-style-type: none"> Obtain sign off from the Project Sponsor Create a project plan, identifying the scope of the project and the resources Convene a cross-functional working group with representation from Policy, and District Operations to: <ul style="list-style-type: none"> Conduct research and identify key issues. Engage key stakeholders and partners. Review the current practices and processes. Apply/embed an ABR lens and a decolonial lens to these processes. Identify options for process improvement; and Identify and establish new practices/processes for capital developments and EOIs that remove barriers to Black mandated organizations. For example, taking a community development approach to capital development by engaging with Black mandated organizations early on in the process, working with Black mandated organizations to obtain their license to operate childcare, building their capacity to deliver early years and childcare programs, and supporting them in expressing interest/completing applications. 	<ul style="list-style-type: none"> Business Case Project Plan Process Maps Updated processes and guidelines for capital development and EOIs 	<ul style="list-style-type: none"> Children's Services will increase the number of partnerships it has with Black-mandated organizations to better serve Black children and families accessing the Early Years and childcare system, Increased number of Black-mandated organizations that deliver early years and childcare programs 	<p>Institutional/Organizational: Early Years and the Childcare system is demonstrating its commitment toward cultivating a new culture that better serves Black children and families accessing the early years and childcare system, and to create a more equitable and inclusive system, addressing anti-Black racism at the institutional/organizational level.</p>	Q4 2023	In progress

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Service Targeting & Coordination (continued)	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Children's Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	Increasing Partnerships with Black Mandated Organizations: <ul style="list-style-type: none"> Work with SDFA and the CABR Unit to increase partnerships with Black mandated organizations who are interested in delivering early years and childcare programming <ul style="list-style-type: none"> Engaging with the Black Resiliency Cluster Engaging with the Partnership & Accountability Circle Work with the CABR Unit to develop a strategy for building capacity of Black mandated organizations to deliver early years and childcare programming 	<ul style="list-style-type: none"> Findings from engagements Engagement and Capacity Building Strategy 	<ul style="list-style-type: none"> Increased number of partnerships with Black mandated organizations Increased number of service agreements with Black mandated organizations 		Ongoing	
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens	Children's Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	<ul style="list-style-type: none"> Hired an external Black Consultant to support the Toronto Child and Family Network (TCFN) with increasing partnerships with Black mandated organizations Provided background information and research to the external Black Consultant(s) Engagement/consultation with TCFN members to inform the development of the report and the recruitment and outreach strategy for the TCFN engagement strategy Provided feedback on the draft report. Implementation of select report recommendations. 	<ul style="list-style-type: none"> Final report from the external Black Consultants on the participation and representation of Black mandated organizations in the TCFN 	<ul style="list-style-type: none"> The TCFN will have increased representation and participation of Black mandated organizations within it's Steering Committee 			
	1.1	Develop and implement training on effective programming for Black children and youth, through	People & Equity	<ul style="list-style-type: none"> Staff Time Funding 	<ul style="list-style-type: none"> Review City Hiring policies and practises. Reviewed and enhanced existing City hiring process to revise internal City hiring practices. Delivered professional development workshops: Networking, resume, goal setting workshops. Delivered networking Workshop. 	<ul style="list-style-type: none"> Met with Solid Waste Management Services Recruiting Managers and Divisional Recruiter to present hiring strategy Completed two professional development workshops on resume building for Black Staff. 	<ul style="list-style-type: none"> Enhanced equitable outcomes for large recruitment initiatives at Solid Waste Management Services and applied a diversity lens to support the attraction and hiring of Talents from Black and other equity deserving groups. Enhanced awareness and skills to activate and implement Branding, Networking, & Transitioning to leadership workshops. 	Individual, Group, Institutional: Changes observed for the hiring policies and professional development actions are at an individual level, where there was an increase in the visibility and hiring of Black talent through targeted candidate profiling by Recruitment Managers and Divisional Recruiters	Q4 2022 Ongoing	Complete

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Service Targeting & Coordination (continued)	1.1.	an Anti-Black Racism Lens Continued	People & Equity	<ul style="list-style-type: none"> Staff Time Funding 	<ul style="list-style-type: none"> Delivered City of Toronto Information Sessions. Delivered information sessions for participants and alumni of City advisory groups. Developed a communication plan to target communities and residents that are distant from the labour market. Development of communication materials. Implemented the Strategic Recruitment Diversity and Inclusion Action Plan. Developed and conducted Recruitment Intake Surveys. Delivered Connecting the Dots Sessions. Will continue to deliver information sessions for participants and alumni of City advisory groups. In progress: Implement the Strategic Recruitment Diversity and Inclusion Action Plan). 	<ul style="list-style-type: none"> Delivered five professional development workshops Delivered three networking workshops: CNIB, SSHA Black Staff Mentorship program and Black Staff Network. Completed one Diversity & Inclusion information sessions: George Brown College. Completed one HRBP info session (mixed) with 29 staff attendees. Completed seven Interview preparation Sessions for equity deserving groups that have been invited to the interview process. Hosted connecting the dots for various equity deserving groups that include Black, Women, Visible Minorities and Indigenous. 	<ul style="list-style-type: none"> Improve run of show for networking panel discussion. Created enhanced survey on check market to support the intake of inclusive recruitment and social media requests. Increased collaboration with Firefighters volunteering (email/chat). Sending invites to candidates increased collaboration with Toronto Fire, facilitated the Connecting the Dots event with and completed feedback via survey. 	and exposure through networking events. At the Group level the delivery of developmental workshops facilitated increased Black staff advancing in their careers through events, such as, SSHA's Black Staff Mentorship program and Black Staff Network (BSN) events. At the Institutional level, i) External talents gained exposure to Toronto Public Service values and culture; and ii) Internal workforce gained exposure and access to various employment opportunities across the Corporation through information sessions, which increased job promotion and retention.		
	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Parks, Forestry & Recreation	<ul style="list-style-type: none"> Confronting Anti-Black Racism (CABR) Training 	<ul style="list-style-type: none"> Parks, Forestry and Recreation has continued to develop and implement Confronting Anti-Black Racism trainings for both full-time and part-time staff in all Branches. The Community Recreation Branch training includes modules on effective programming for Black children and youth, through an Anti-Black Racism Lens. 	<ul style="list-style-type: none"> Parks, Forestry and Recreation staff that provide programming to children and youth to ensure the delivery of relevant and responsive programming for Black children and youth 	<ul style="list-style-type: none"> In 2022, Community Recreation continued training new part-time/full-time staff. 2,329 staff completed CABR training. 	Interpersonal/ Individual & Group/ Interpersonal: Growth was observed within the individual staff who received training and within groups supporting ABR work in PF&R.	Ongoing	In progress

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Service Targeting & Coordination (continued)	1.1	Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Toronto Public Health	No inputs	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	To be determined	To be determined	To be determined	To be determined	To be determined
	1.2	Increase supply and variety of culturally appropriate before- and after-school programs with clear learning objectives, including STEAM (science, technology, engineering, arts and math) programs. (continued)	Children's Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	<ul style="list-style-type: none"> Consult with EarlyON Black Leadership Advisory. Consult with internal TCS staff and advisory groups including: <ul style="list-style-type: none"> Consultant, Black Partnerships Consultant, Policy Planning and Projects (Equity and Inclusion) TCS' CABR Strategic Advisory Circle Consult with the CABR Unit. Draft and develop enhanced language in the 2023 EarlyON Operating and Business Guidelines to include explicit references to ABR. Draft and develop Program Standards (on hold). 	<ul style="list-style-type: none"> Updated EarlyON Operating and Business Guidelines 	<ul style="list-style-type: none"> Inclusion/adoption of anti-racist language within the EarlyON business and operation guidelines 	Institutional/Organizational: Early Years demonstrated an enhanced commitment to cultivating inclusive and anti-racist culture within TCS. This reflects a move towards ensuring that EarlyON programs and spaces are safe, inclusive, and affirming for Black children and families.	Q3 2022	Not started

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Service Targeting & Coordination (continued)	1.2	Increase supply and variety of culturally appropriate before- and after-school programs with clear learning objectives, including STEAM (science, technology, engineering, arts and math) programs.	Children Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	Engage with internal and external stakeholders about the purpose, mandate, and scope of the community of practice Identify internal staff/ resources who will be providing secretariat support to the CoP Draft and develop an initial term of reference (TOR) for the CoP Convene CoP for Q2 2023 Seek endorsement of the draft TOR from the CoP Identify co-chairs for the CoP	<ul style="list-style-type: none"> Establishment of a CoP that will focus on sharing approaches to CABR and developing and implementing culturally safe programming for Black children and families. 	<ul style="list-style-type: none"> Early years and childcare operators will have an increased understanding of approaches to CABR within the early years and childcare system; and how to develop programming that is culturally safe and affirming for Black children and families through the exchange of knowledge and practices. 	Institutional/Organizational: Early Years staff transformation will occur at the institutional and societal levels, as it creates a space for collaboration and sharing of ideas among professionals working in the early years and childcare system to confront anti-Black racism and develop culturally safe programming for Black children and families in Toronto.	Q3 2023	Not started
	1.2	Increase supply and variety of culturally appropriate before- and after-school programs with clear learning objectives, including STEAM (science, technology, engineering, arts and math) programs.	Children Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	<ul style="list-style-type: none"> Embed an ABR lens to the reconvening of the Middle Childhood Advisory, prioritizing the involvement of Black mandated organizations and stakeholders, who serve middle years children Through the Middle Childhood Advisory, engage with Black subject matters experts on how to increase culturally appropriate before and after school programs for Black children 	<ul style="list-style-type: none"> Updated Middle Childhood Strategy 	<ul style="list-style-type: none"> Increased understanding about the needs of Black children who are in the middle years Increase in culturally appropriate and safe before and after school programs for Black children 	Institutional/Organizational: The Early Years and Child Care System contributes to the development of a framework to increase access to culturally appropriate programming for Black children during this critical stage of development. Change will result in more opportunities for Black children to thrive and achieve positive outcomes, which in turn contributes to building stronger communities. An increase in community engagement and collaboration with Black-led organizations is also anticipated. By involving Black-led organizations in the planning and implementation of culturally safe before and after school programs, the Middle Childhood Strategy could foster stronger relationships and partnerships with the Black community. This could lead to increased trust and buy-in from Black families, which could have positive impacts on program participation and outcomes for Black children.	Q3 2024	Planning underway

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Service Targeting & Coordination (continued)	1.2	Increase supply and variety of culturally appropriate before- and after-school programs with clear learning objectives, including STEAM (science, technology, engineering, arts and math) programs.	Children Services	<ul style="list-style-type: none"> Staff Time Funding Partners 	<ul style="list-style-type: none"> Develop a project plan and solicit division stakeholder input and feedback. Conduct a literature review and research. Complete an RFP for the External Black Consultant to conduct stakeholder engagement. Develop an ECB journey/service map Develop a final report with recommendations on how to improve ECB services for Black children with extra support needs and their families. 	<ul style="list-style-type: none"> Project Plan Literature and research review RFP and evaluation criteria to select external Black Consultant. Journey/Service Map Final report with recommendations on how to improve ECB Services for Black children with extra support needs and their families. 	<ul style="list-style-type: none"> Children's Services will have a better understanding of the barriers and distinct needs of Black children with extra support needs and their families. Findings and recommendations from this review will inform updates/enhancements to ECB Services. 	Institutional/Organizational: Early Years and Child Care System The completion of the review of Every Child Belong (ECB) Services for Black children with extra support needs and their families represents a significant step towards self-reflection, building relationships and fostering collaboration within the Black community. By reviewing and updating ECB Service to better meet the needs of Black children and their families, Children's Services is working towards creating an environment that is inclusive and respectful of diversity. Children's Services will have a better understanding of the barriers and distinct needs of Black children with extra support needs and their families. This understanding will allow Children's Services to work collaboratively with the Black community to support responsive services that are culturally safe and meet the needs of Black children with extra support needs and their families. The findings and recommendations from this review will inform updates and enhancements to ECB Services and will help to build trust and foster collaboration between Children's Services and the Black community. Children's Services will be able to understand and support the unique experiences of Black ECB Resource Consultants to foster inclusive and anti-Black working environments as part of systems transformation and change.	Q3 2024	In progress

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Service Targeting & Coordination (continued)	1.2	Increase supply and variety of culturally appropriate before- and after-school programs with clear learning objectives, including STEAM (science, technology, engineering, arts and math) programs.	Toronto Public Library	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> 1. Hosted a series of online and in person learning circles aimed at supporting young adults (18-29) who self-identify as BIPOC 	<ul style="list-style-type: none"> Focused sessions aimed at providing tech and mentorship training for BIPOC youth: <ul style="list-style-type: none"> Level Up Tech: Microsoft Excel for Young Adults (4 cohorts – 2 online and 2 in person; 10 graduates) Level Up Tech: Online Python for Young Adults (3 online cohorts; 35 graduates) Let's chat about it: Meaningful Mentorship in Tech – An online Panel Presentation Provided 5 in-person children's programs. Provided 16 Live & Online programs and attendees were able to ask questions during the live session. Replay was available afterwards. Examples of programs specifically designed for Black audiences include: <ul style="list-style-type: none"> COVID-19 Vaccination Info Session for the Black, African & Caribbean Communities (54 views and attendance) Nomadic Comfort Food: Food Access Beyond Borders (80 views & attendance) Understanding Black Mental Health (115 views & attendance) History of Emancipation Day in Canada (52 views & attendance) 	<ul style="list-style-type: none"> Increased access to technology training and supported aimed at BIPOC youth 	<p>Individual: Supported the event by delivering 1-1 service directly to customers attending the event and helping to remove (or minimize barriers) to accessing TPL services.</p>	Q4 2022	Complete
			Toronto Public Library	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> 2. Hosted 21 public programs on Black-focused topics, supporting community and raising awareness of Black-focused topics and addressing Anti-Black racism. Programs were hosted on TPL's online platform or in branches, featuring both staff and/or external presenters to provide information and resources for participants 	<ul style="list-style-type: none"> To provide support to the Black Community by providing resources and information. To educate the public about Anti-Black Racism and Black History & Culture. 	<p>Community/Society: Provide opportunities to share information and engage in discussion on a wide range of topics aimed at raising awareness of Anti-Black Racism, as well as promoting Black joy, history, heritage, and culture. Contribute to raising the awareness of critical issues affecting Black resident and contribute to supporting broader societal and communal change.</p>	Q4 2022	Complete	

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Service Targeting & Coordination (continued)	1.2	Increase supply and variety of culturally appropriate before- and after-school programs with clear learning objectives, including STEAM (science, technology, engineering, arts and math) programs.	Toronto Public Library	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Created 7 blog posts with Black-focused topics aimed at raising awareness of Black history, heritage and culture or Anti-Black Racism. All blogs posted to the TPL website, shared on social media and accessible to all 	<ul style="list-style-type: none"> Blogs had a wide reach and accessed as follows: <ul style="list-style-type: none"> Emancipation Day in Canada 1,464 pageviews Black Mental Health Week 1,944 pageviews Great Books on Black History in Toronto and Ontario 1,021 pageviews Uncovering Joy Through the Eyes of Black Canadians 1,679 pageviews 	<ul style="list-style-type: none"> Increased awareness of Black history, heritage and culture. Improved support to the Black community and to educate the public about Anti-Black Racism. 	Community/Society: Blog posts provide information on a wide range of topics aimed at raising awareness of Anti-Black Racism, as well as promoting Black joy, history, heritage, and culture. They contribute to raising the awareness of critical issues affecting Black residents and contribute to supporting broader societal and communal change.	Q4 2022	Complete
	1.2	Increase supply and variety of culturally appropriate before- and after-school programs with clear learning objectives, including STEAM (science, technology, engineering, arts and math) programs.	City Manager's Office	<ul style="list-style-type: none"> Provide support to the lead unit Divisions by including priorities in communications from the Mayor and City officials to relevant federal and provincial Officials, Ministries, annual budget submissions and other intergovernmental advocacy. 	<ul style="list-style-type: none"> Supported intergovernmental advocacy efforts. 	<ul style="list-style-type: none"> Coordination of engagement and requests with the Federal and Provincial governments on the City's priorities 	<ul style="list-style-type: none"> Intergovernmental dialogue on advancing the City's priorities. 	Community/Society: Increased political understanding and priorities as it relates to programs and services to better support Black students in critical areas of advancement, such as stem and educational programming to support student success.	Ongoing	In progress
	2.1	Consult on and invest in meeting the specific needs and aspirations of	Parks, Forestry & Recreation	<ul style="list-style-type: none"> The PFR Kiki Ballroom Pilot Program 	<ul style="list-style-type: none"> Parks, Forestry and Recreation, Community Recreation Branch introduced the Kiki Ballroom pilot program. The program is a collaboration between the City of Toronto and the Toronto Kiki 	<ul style="list-style-type: none"> The PFR Kiki Ballroom pilot program is successful and leads to stronger connections between the City of Toronto and diverse Black communities. 	<ul style="list-style-type: none"> The 2022 Kiki Ballroom pilot program resulted in building trust in the community. The program's success was due to the collaborations between 2SLGBTQIA+ organizations, community leaders, and Black and Latinx 2SLGBTQIA+ City staff. For example, after the first three months, the Kiki 	Interpersonal/ Individual & Group/ Interpersonal & Institutional/ Organizational & Community/ Society: Individuals and groups experienced a safe place to	Ongoing	In progress

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Service Targeting & Coordination (continued)	2.1	Black queer and trans youth (continued).	Parks, Forestry & Recreation		<p>Ballroom Alliance and provides Black queer and trans youth opportunities to learn about Ballroom culture and connect with their Black and Latinx 2SLGBTQIA+ communities within the City's Enhanced Youth Spaces.</p> <ul style="list-style-type: none"> In 2022, the Parks, Forestry and Recreation, Community Recreation Branch continued to expand the Drag Masterclass program. The program provides free, accessible, professional training to at-risk 2SLGBTQ+ youth in Toronto. Participants were taught the fundamentals of Drag Make Up, how to perform and engage an audience, and networking opportunities with industry professionals. 	<ul style="list-style-type: none"> The PFR Drag Masterclass program is continued and expanded to give more participants an opportunity to improve representation and leadership in their communities. 	<p>Ballroom program had 9 Houses involved, 150+ members of the program, and over 2,000+ visits from 2SLGBTQIA+ participants. The program began May 2022.</p> <ul style="list-style-type: none"> The 2022 Drag Masterclass had 20 participants. There were two Drag Masterclasses, each with a cohort of 10 participants. Alumni of the class have been able to achieve commercial success by appearing on OUT TV's show "Call Me Mother". The Masterclass provides a safe and welcoming space with like-minded peers. Youth who participated in the Drag Masterclass have been able to utilize skills developed in the class and secure employment across Drag Bars in Toronto. 	connect, learn new skills toward employment and expand and strengthen networks within and beyond queer communities. New partnerships were also formed between institutions and organizations which will enhance future work to partner with 2SLGBTQ+ organizations and leaders. The partnership also developed a new targeted program within Community Recreation.		
	4.2 & 5.2	Work with the Province to leverage Black cultural knowledge to lead and provide more mental health services across the city for Black	Toronto Public Health	To be determined.	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> To be determined 	To be determined	To be determined	Not started

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Service Targeting & Coordination (continued)	4.2 & 5.2	Torontonians, including clinics, on-call counsellors, harm reduction programs and supports for post-traumatic stress disorder. Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.	Social Development, Finance & Administration	<ul style="list-style-type: none"> \$58,000 provided by CABR 17 organizations received funding from CABR including community leads 	<ul style="list-style-type: none"> Engaged diverse partners to develop a community-led consortium model to plan and coordinate Black Mental Health Week 2022. 	<ul style="list-style-type: none"> Over 40 community-led events and programs, including panel discussions, an online game show, workshops on personal wellness and self care; PTSD, islamophobia (experienced by continental African populations), on ancestral teachings, plant medicine and Instagram live sessions. Partners included: TAIBU; Generation Chosen; African Food Basket; CEE Centre for Young Black Professionals; Black Occupational Therapists of Ontario Association (BOTOA); Keele and Eglinton Residents; Wasanah; Art + Health; Rwandan Canadian Healing Centre; Black Queer Youth Collective; Afropolitain Canada; and the Adornment Collective. 	<ul style="list-style-type: none"> Expansion of partnerships and programming. Expansion of mental health resources for youth Increased understanding of Occupational Therapists (OTs) and the role they can play in optimizing mental health (and links to justice/rights, barriers to accessing healthcare services, and discrepancies in the quality of care received); Improved knowledge of the health impacts of anti-Black racism and discrimination Priority groups served, included: African, Caribbean, and Black communities, Little Jamaica ACB Residents, Youth, people living with disabilities and on a low income. Safe spaces for youth to openly discuss their perspectives and thoughts around the Regent Park revitalization, the pandemic and Black mental health. 	<p>Institutional/Group/Individual: Community partners identified feeling that they were at the forefront of creating awareness on the impacts of anti-Black racism on Black mental health through their participation in Black Mental Health week. Through programming, the collaborating organizations can collectively educate the community on personal and institutional racism and its wide-ranging impacts, while providing resources and workshops to address this.</p> <p>A number of events took place for the first time, including the BOTOA event, which represented their first community-based initiative for the public. This event helped BOTOA realize their goal to “build deeper connections with Black Community members” by developing tools and resources to help reduce the health disparities they experience in a meaningful way.</p> <p>The SOY Initiative helped drive individual change and benefit by informing youth about their options, such as the free therapy program. One student spoke about feeling discriminated against in their classroom because of their ethnicity and body size. The bravery this took is commendable and speaks to a level of comfort the event was able to provide. Similarly, organizations were able to make important connections to advance their access to funding and economic opportunity. For instance, The Rwandan Canadian Healing Centre was able to apply for the</p>	Q2 2022	Complete
				<ul style="list-style-type: none"> \$7500 	<ul style="list-style-type: none"> 2. Partnered with the African Canadian Social Development Council to deliver a community discussion on the impact of racism and islamophobia on the Black community, particularly focused on the continental African community. 	<ul style="list-style-type: none"> The conference was attended by 529 participants. In-person attendance of 243 and online attendance of 286. The virtual conference was attended by 166 people 72 the first day 58 the second day and 36. BIPOC mental Health Ambassador, trained 6 Ambassadors. Intergenerational mentorship group for Queer and Trans African, Caribbean, and Black (ACB) LIMIN, which 	<ul style="list-style-type: none"> Stronger partnerships with an underserved continental African sector. The organization has a wide and diverse membership that merges different African Canadian cultures and religions. 			
				<ul style="list-style-type: none"> \$13,400 	<ul style="list-style-type: none"> 3. The African Canadian Coalition of Organizations (ACCO) convened a community conversation that brings together Community, government and key sectors to examine the impact of Anti-Black racism policies and its implementation by 3 levels of local, provincial and federal government. 					

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Service Targeting & Coordination (continued)	4.2 & 5.2	Continued	Social Development, Finance & Administration	<ul style="list-style-type: none"> \$50K through SSHA to Sherbourne Health 	<ul style="list-style-type: none"> 4.Mental Health Ambassador Downtown East Toronto Health Team Project Supporting Our Youth (SOY), a capacity building program of Sherbourne Health that supports the health and wellbeing of Queer and Trans spectrum youth and young adults through programs, events, and one-on-one and group supports. This includes our Black Queer Youth group. LIMIN program, Intergenerational mentorship group for Queer and Trans African, Caribbean, and Black (ACB) communities where participants will share experiences and stories through food. 	<ul style="list-style-type: none"> supported 16 youth through 20 cohorts of 10 sessions. Conducted BIPOC Community Mental Health Survey. 	<ul style="list-style-type: none"> Supported Black community members who are unemployed, underhoused, living in poverty and who have a lack social networks and connection. 	Black Mandated Funding Framework Grant Application and have been awarded the funds.		

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Service Targeting & Coordination (continued)	5.2	Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.	<p>Social Development, Finance & Administration</p> <p>Community Cluster Plan</p> <p>Confronting Anti-Black Racism Unit with funding from Shelter Support, Housing & Administration</p> <p>Community Funding Unit and the Black Resilience Cluster</p> <p>Confronting Anti-Black Racism Unit</p>	<ul style="list-style-type: none"> • \$60k provided by CCP • \$40k provided through SSHA to BQYC • Funds provided by CFU • Logistical coordination and CABR staff time • \$12k to develop a Climate report 	<ul style="list-style-type: none"> • 1. Equity Action Plan funding was provided for community organizations to support members impacted by COVID-19 through PPE Health and Mental health supports • Funded resident organizations working to mitigate impact of residents by COVID-19 through PPE Health and Mental health supports. • 2. The BQYC Domino Project provided a safe space for Black LGTBTTQ+ youth to learn and build positive interpersonal skills while participating in various experiential learning opportunities. • 3. Delivered the Adinkra Farm impact report on BRC community organizations and recommendations of how to expand further. • 4. Researched and developed a report on "Mobilizing Black Climate Action in the City of Toronto", written by the African Food Basket, in collaboration with Ryerson University 	<ul style="list-style-type: none"> • 18 BRC organizations funded • 8 resident-led organizations funded • 23 team meetings • 13 drop-in sessions • 9 youth advisory meetings • 4 monthly newsletters produced • 1 team retreat • Engagement with 60 community organizations. • Partner (AFB) worked with Ryerson academic to consult with Community organizations, farmers to assess and report back the impact of climate change on Black community. 	<ul style="list-style-type: none"> • Supported local community organizations to mitigate the effects of COVID-19; and provided PPE and emergency food supports to Black communities. • Expanded the network of LGBTQ service providers (Groups engaged include Black Women in Motion, Black Health Alliance, LGBT Youthline, Planned Parenthood, Black Farmers Market, Women's Health in Women's Hands, Toby's Place, Wildseed Centre, Covenant House) • Provided guidance on the impact of community-led organizations and recommendations of how to develop the BRC initiative. • Increased awareness of Black community organizations and the specific impact of climate change on their work. • Highlighted how vulnerable the Black community is to climate change and need for further investment. 	<p>Individual (continued): Similarly, initiatives increased opportunities to enhance the individual lives of Black residents through an improved sense of mental, emotional, and spiritual health, which was reported by participants.</p>	Q4 2022	Complete
									Q4 2022	Complete
									Q4 2022	Complete
									Q3 2022	Complete
	5.2	Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.	Toronto Public Library & Social Development, Finance & Administration	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • 5. Hosted two Black Health and Wellness Events in partnership with the West Neighbourhood House (April & Dec.) • TPL worked with partner agencies to offer space and provide TPL services to participants 	<ul style="list-style-type: none"> • Over 75 participants attended these sessions from the Parkdale Community • Provided access to community organizations and city agencies • Information provided to customers on community safety efforts, mental health supports, and overall community supports • Easy access to a Covid-19 Vaccine Clinic in the community. 	<ul style="list-style-type: none"> • Provided a safe space for the community to learn about health supports/health organizations, receive the Covid-19 vaccines and facilitate discussions about community safety. 	<p>Individual: Black residents and participants benefited from receiving 1-1 service directly to help them minimize and mitigate barriers to access TPL services.</p>	Q4 2022	Complete

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Inclusive Economic Development Develop and support equitable economic development opportunities that foster increased neighbourhood resilience, access to decent work and increased income opportunities for Black residents, youth and businesses. This would include the intentional application of an equity lens to economic	12.1	Leverage federal and provincial funding to create mentorship programs for Black youth to support skills development and the building of professional networks.	JOINT Toronto Employment & Social Services; Toronto Community Housing Corporation; and Toronto Public Library	<ul style="list-style-type: none"> Leveraged City funding to develop and implement an Innovative Case Management (ICM) pilot, Mental Health Supports for Black and Indigenous Youth, in partnership with CAMH. ICMs are a series of short-term programs and initiatives developed to provide intensive case management and life stabilization supports to a range of clients experiencing multiple barriers to access. 	<ul style="list-style-type: none"> Substance Abuse Program for African Canadian and Caribbean Youth (SAPACCY), in partnership with CAMH, provides support and counselling to Black youth who are dealing with substance use disorder and mental health concerns. Participants, either in individual or group setting, attend approximately 4-6 virtual and in-person sessions (or longer) depending on clinical need. Introduced non-prescriptive eligibility criteria to reduce participant hesitancy, including focusing on environmental factors that cause poor (mental) health outcomes, i.e., anti-Black racism. Provided eligibility referral questions to help guide caseworkers with client intake to better assess the experiences of OW clients who identify as Black and provide them with the appropriate referral pathway. 	<ul style="list-style-type: none"> 22 Black and Indigenous youth were referred to the program with total funding over \$114k. 15 Black youth were accepted and are on track to complete the program. All 15 black youths who were accepted into the program completed it. The remaining Black youth either declined the program or were referred to other, more appropriate services. There were 4-6 sessions of individual or group counselling sessions. 	<ul style="list-style-type: none"> Specific outcomes were not collected due to the sensitivity of mental health, to ensure PHIPA alignment and to respect participant privacy. The partnership with CAMH was maintained, as was the connection with the SAPACCY team in particular. The CAMH pilot used a referral approach which was unique to the other pilots. The intent was to create a referral pathway which was human-centred, relationship-based, and spoke to the unique lived experiences of Black and Indigenous youth. The two-liaison staff attached to the pilot were reflective of the target population, the liaisons identified as Black or Indigenous. Instead of focusing on prescriptive or symptomatic experiences of mental health to define suitability for referral, the eligibility of the CAMH pilot focused on internal feelings or lived experiences. Local office liaisons were asked to work closely with youth caseload caseworkers, with some youth workers moving into the liaison role itself. Overall, these intentional approaches to designing the referral pathway helped ensure that clients were engaged in a way that spoke to their lived experience and understanding of their own needs and that they were engaged with caseworkers they might already have an existing relationship with, or see themselves in. 	Individual/Group: Increased supports and improved wellbeing for participants, through the delivery of a tailored program that focused on the needs of Black and Indigenous youth.	Ongoing	In progress
	12.1	Leverage federal and provincial funding to create mentorship programs for Black youth to support skills development and the building of professional networks.	Toronto Community Housing	<ul style="list-style-type: none"> Identify all current professional development opportunities for the TCHC Interns 	<ul style="list-style-type: none"> Facilitate a discussion with Black Staff Caucus, the Centre for Advancing the Interests of Black People, Programs and Partnerships, and Talent Acquisition to explore ways to enhance the professional development opportunities for the TCHC Internship Program. 	<ul style="list-style-type: none"> Quarterly meetings begun in 2022 between TCHC's Black Staff Caucus, the Centre for Advancing the Interests of Black People, Programs and Partnerships, and Talent Acquisition to create multiple pipelines (internally within TCHC and externally leveraging program partners) to provide development opportunities to Black youth 	<ul style="list-style-type: none"> Enhancement in TCHC's pre-existing internship program and external partnerships 	Individual and Group: Engagement of Black staff to foster an increase in their sense of understanding, belonging and responsiveness to the issues they face at work.	Q1 2023	In progress

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development supports for employment, entrepreneurs hip and community assets to advance workforce development and career navigation. In addition, it would encompass: sustainable Black business supports, targeted social procurement: and outreach and engagement that promotes Black ownership,	12.1	Leverage federal and provincial funding to create mentorship programs for Black youth to support skills development and the building of professional networks.	Toronto Public Library	<ul style="list-style-type: none"> Staff time Funding 	<p>Create mentorship programs for Black youth to support skills development and the building of professional networks.</p> <ul style="list-style-type: none"> TPL is a founding partner of the Fellowship for Black, Indigenous and People of Colour (BIPOC) in the GLAM+ARTS sector (Galleries, libraries, archives, museums and the arts). TPL City Librarian Vickery Bowles is a member of the Founding Advisory Board for the Fellowship. A senior TPL manager is participating as a Mentor for those participating in the Fellowship program from other Canadian arts and cultural organizations. TPL has sponsored one Manager to participate in the inaugural group of Fellows for the calendar year 2023. 	<ul style="list-style-type: none"> Engagement of TPL staff in a BIPOC mentorship program. 	<ul style="list-style-type: none"> Actively support the development of Black, Indigenous, and People of Colour leaders by providing mentoring to BIPOC leaders across the Canadian arts and culture sector. Accelerated development of a TPL BIPOC leader. 	<p>Institutional and Community/Society: This initiative is focused on contributing to broader community and societal change by increasing the representation of BIPOC staff in leadership positions in the cultural sectors, which has a range of societal advantages. The involvement of a TPL manager in this initiative contributes to institutional change, by increasing the representation of BIPOC individuals in the leadership pipeline at TPL.</p>	To be determined.	Ongoing
	12.1	Leverage federal and provincial funding to create mentorship programs for Black youth to support skills development and the building of professional networks.	Economic Development & Culture Museum Manager Office	<ul style="list-style-type: none"> Human resource 	<ul style="list-style-type: none"> Paid internship opportunity for a Black youth (18-35). 	<ul style="list-style-type: none"> One Black youth completed a paid 6-month internship. 	<ul style="list-style-type: none"> Mentorship and professional development 	<p>Individual/Intrapersonal: Black youth will be mentored to support their professional skills and employability to increase their access to opportunities.</p>	Q4 2022	Complete

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community capacity and community wealth building with an equity informed anti-Black racism lens.	13.1	Work with public and private sectors to create effective career pathways for Black youth, addressing the specific needs of young women, young Francophones, and queer and trans youth from Toronto's Black communities by leveraging federal and provincial youth employment funding.	Economic Development & Culture Todmorden Mills	<ul style="list-style-type: none"> Staffing support from Todmorden Mills Museum Team. Space provision for 2 x 13 days in the Brewery Building on site. 	<ul style="list-style-type: none"> Work readiness program as the third component of Youth Employment Services (YES) job support program with community components. Led by YES staff on site. Support and education, and tours of historic houses. Information and exposure to Awakenings programs on site and on digital. 	<ul style="list-style-type: none"> 12 youth completed the final of three phases of the YES program at Todmorden Mills. Youth developed relationships with museum staff and learned about history, Toronto History Museums, plants and the habitat at Todmorden Mills and encouragement to remain connected/volunteer if they are interested. 	<ul style="list-style-type: none"> Supportive staff relationships from the partnership to support youth through the YES Program. Interpersonal skills development, community connection, network development. This is a two-year partnership, with the opportunity to see additional impacts. 	Individual/Intrapersonal/Group/Interpersonal/Institutional/Organizational: Participants were supported with employment opportunities. Staff also engaged with youth participants in the program and developed relationships with the museum. Museums & Heritage Services also expanded their volunteer base and will have the opportunity to engage Black youth in future program opportunities.	Q2 2023 Q3 2023	Planning underway
	13.1		Social Development, Finance & Administration Confronting Anti-Black Racism Unit Youth Development Unit	<ul style="list-style-type: none"> \$60k through SSHA to Black CAP Staff support to write the grant application. Confirmed ongoing funding of \$250k annually through the City Council Budget Process in February 2022. Staff resources will support oversight of 	<ul style="list-style-type: none"> 1.Black CAP was able to provide culturally relevant Trans specific programming for African Caribbean and Black Trans and non-binary youth. They provided employment support to combat the unemployment and underemployment rate of the Trans community in Toronto. Supported 8 peers through employment training and job readiness program. Supported Trans folks outside of the 8 peers in the program, with resume building, applying for jobs, preparing for interviews, finding Trans specific doctors and endocrinologists and the creation of our Trans ID clinic. 2. Secure funding through the Black Youth Action Plan - Career Advance to enhance and advance the Black Youth Career Development Initiative, with a focus on Black queer and trans youth, young Black women and Francophones. Complete and submit a funding application. If funding is confirmed, undergo a selection process to identify a Black-led Agency to lead this initiative. 	<ul style="list-style-type: none"> Peers/clients served: <ul style="list-style-type: none"> 14 Transwomen 10 Transmen 5 Non-binary people Developed and submitted a funding application. 	<ul style="list-style-type: none"> Employment and job readiness training for Black Queer, Trans, Non-Binary Youth Creation of Trans-ID clinic ACB Trans and Non-Binary Employment Networking Youth – increased organization partnerships To be determined, planning is still underway. 	Individual /Group: Individual impact was experienced through the job readiness trainings, through increased opportunities to support and enhance the lives of Black residents, with an improved sense of mental, emotional, and spiritual health. Group impacts were also observed through the creation of employment partnerships for Black queer, trans, non-binary youth. There was also enhanced capacity to collaboratively advance anti-Black racism work within institutions and organizations	Q4 2022 Ongoing Ongoing (since 2021)	Planning underway Complete Complete

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Inclusive Economic Development (continued)	13.1	Continued		contract/ partnership.	<ul style="list-style-type: none"> Work in collaboration with a Black-led Agency to develop an implementation and governance/ oversight plan for the program. <p>3. Ongoing implementation of the Community PEERS program to support African and Caribbean youth.</p> <ul style="list-style-type: none"> Provided ongoing oversight of the partnership. <p>4. Ongoing resourcing for the Youth Space at Oakwood & Vaughan providing mental health supports through case-management, counselling, and referrals.</p> <ul style="list-style-type: none"> Ongoing partnership oversight. 		<ul style="list-style-type: none"> Increased access to mental health supports. Increased knowledge of mental health challenges and coping strategies. <ul style="list-style-type: none"> Youth Space secured for youth in Oakwood & Vaughan community 1 dedicated FTE staff 	<p>Individual: Improved levels of support through increased access to mental health supports and expanded knowledge of mental health challenges and coping strategies to increase overall health and wellbeing.</p> <p>Individual: Increased access to safe space for youth and to mental health supports. There are also increased access for employment supports Increased access for case-management and referrals Increased access to supportive adults</p>	Ongoing	

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Inclusive Economic Development (continued)	13.1	<p>Work with public and private sectors to create effective career pathways for Black youth, addressing the specific needs of young women, young Francophones, and queer and trans youth from Toronto's Black communities by leveraging federal and provincial youth employment funding.</p>	<p>Economic Development and Culture Toronto Employment & Social Services</p>	<ul style="list-style-type: none"> 1. Promoted and referred Black OW clients who are youth to the Entertainment Trades program that supports Black and Indigenous youth and residents with accessing soft skills training coupled with industry training on film sets, followed by paid placements with the union or production. This program was developed in collaboration with Toronto's Film, Television and Digital Media Office and CEE Centre for Young Black Professionals. 2. Delivering a skills-based training initiative in partnership with POV Film and Operation Springboard that provides underemployed Black, Indigenous and people of colour youth with the practical knowledge and skills necessary for a Production Assistant (PA). 	<ul style="list-style-type: none"> Supported promotion of the program through targeted Broadcast Messages, networks, 15 TESS local offices and SDFA and provided verification support for program participants who indicated they were in receipt of OW. Worked with POV Film to refer Black youth in receipt of OW to the program. 	<ul style="list-style-type: none"> TESS commits to funding 5 seats for 3 cohorts, totalling 15 seats, for OW recipients. Funding for each seat is \$10,000, for a total funding allocation of \$150,000. In the third, most recent cohort (March 2022), 3 OW recipients accepted entry into the program. 2 OW recipients completed the program. Comparatively: <ul style="list-style-type: none"> In the first cohort (June 2021) 5 OW recipients accepted and completed the program. In the second cohort (August 2021), 4 OW recipients accepted entry into the program. 1 OW recipient did not complete the program. 3 OW recipients completed the program. While placements are still ongoing for 2022, 20 youth participated in the program. 19 graduated from the program. The one youth left the program due to receiving work as a PA. The Black-focused PA Program is jointly funded by TESS and EDC, for a total of \$133,257.57 for 2022. Additional resources include 1 caseworker to support the implementation of the program. 	<ul style="list-style-type: none"> CEE indicated they are not tracking specific employment outcomes for the program but rather used the registration for each participant with the affiliated unions supporting the program (IATSE/NABET) as the outcome measurement. All successful graduates of the program are current members of the affiliated unions of the program. <p>Short-term outcomes include:</p> <ul style="list-style-type: none"> Sector-specific social capital: Participants are understanding the "rules of engagement," including learning and recognizing the language, terminology, etc. to leverage and navigate the sector. Self-confidence: Participants are taught to build self-confidence through sector-specific social capital. Cohort community: Participants are given opportunities to build genuine relationships with their cohort peers and to collaborate, reconnect and make new connections. 	<p>Q2 2022 Ongoing</p>	<p>Complete</p> <p>Complete</p>
	13.2	<p>Host employment fairs and skills development</p>	<p>Economic Development & Culture</p>	<ul style="list-style-type: none"> Staff time Funding 	<ul style="list-style-type: none"> Share job opportunities and Summer Student opportunities to network over 200+ educational partners and 150 community 	<ul style="list-style-type: none"> An increase in the number of skilled applicants. 	<ul style="list-style-type: none"> Improved public awareness about specific job opportunities and how to apply. 	<p>Institutional: Developed new partnerships with Black-serving agencies and enhanced the number of skilled Black applicants applying to student</p>	<p>Q1 2023</p>

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Inclusive Economic Development (continued)	13.2	programs in community hubs and Black-focused agencies.	Toronto Employment & Social Services		organizations. Leading to the hiring 841 new operators hired in 2022, with 53% of hires being apart of the Black Community,	<ul style="list-style-type: none"> New partnerships in development included but not limited to: <ul style="list-style-type: none"> Midaynta Community Services – Somali youth; Black youth broadly speaking Abode Community Service Centre – Black/ African/Caribbean York Region Alliance of African Canadian Communities BFCN – Black Foundation of Community Networks African Canadian Contractors Association (ACCA) CEE – Centre for Excellence for Black Professionals 		employment opportunities, in addition to the delivery of targeted events.		
	13.2	Host employment fairs and skills development programs in community hubs and Black-focused agencies.	Social Development, Finance & Administration; Economic Development and Culture; Toronto Employment & Social Services; Purchasing & Materials Management Division	<ul style="list-style-type: none"> Continue to target Black-owned businesses and social enterprises for procurements under \$50,000 for divisional events, forums and training that are Black-focused. Create a tracking system to collect and keep track of all the divisional events, forums and training that leverage the 	<ul style="list-style-type: none"> Build and sustain partnerships with Black academics, facilitators, wellness experts, community organizations. Partner with Black academics, facilitators/trainers, wellness experts, community organizations, etc. to participate on forums and panels and facilitate training and workshops for staff and management. 	<ul style="list-style-type: none"> Hosted several events and Innovative Case Management (ICM) pilots led by or in partnership with Black academics, facilitators, wellness experts, community organizations. Some events that partnered with Black community organizations included: <ul style="list-style-type: none"> Courageous Conversations with Dr. Grace-Edward Galabuzi, Associate Professor, Toronto Metropolitan University 	<ul style="list-style-type: none"> For divisional events: <ul style="list-style-type: none"> Build awareness in staff on a range of topics, some of which included professional development, service offerings by Black-focused community organizations, how to confront ABR by leading/holding courageous conversations and being an anti-racist, mindfulness and wellness, food security, etc. For ICM pilots: <ul style="list-style-type: none"> Provide intensive case management and life stabilization supports to a range of clients experiencing multiple barriers to access Test new ways of working and develop new models for delivering service to address system and service level gaps and advance the goals of Toronto's Poverty Reduction Strategy 	Institutional/Group: New policies have been developed to standardize more equitable practices to engage Black businesses, entrepreneurs, and vendors in the City's economic development opportunities.		Complete

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Inclusive Economic Development (continued)	13.2	Continued		principles within the City's Social Procurement Program, including those that procure the services of Black-owned businesses and social enterprises.		<ul style="list-style-type: none"> ○ Building Partnerships – Culturally Responsive Supports for the Black Community in partnership with Tropicana, CAFCAN, Black Health Alliance, African Food Basket ○ TESS BSN Black History Month Kick Off in partnership with Randi-Mae Stanford-Leibold, Registered Social Worker and Counsellor ○ Nutritional Wellness Lunch and Learn Series – “Healthy Cooking and Alternative Approaches to Healthy Eating” in partnership with Queen Keisha, Corporate Nutritional Leadership Speaker. ● Some local ICMs that partnered with Black community organizations included: ● Black Entrepreneurship Empowered in partnership with Ed “Dr. Vibe” Gough ● Beneath the Surface in partnership with Micah Dell, Psychotherapist and Founder of Cope Counselling 				
	13.2	Host employment fairs and skills development programs in community hubs and Black-focused agencies.	People & Equity	P&E staff resources and time	<ul style="list-style-type: none"> ● Employment and Skill Development Programs <ul style="list-style-type: none"> ○ Engage Black Staff through focused working groups to identify career development needs across the corporation. ○ Delivered DiverCity Panel Indigenous event 	<ul style="list-style-type: none"> ● Confirmed P&E's permanent seat on this board as the Black Talent Specialist is a paid resource to support these efforts Upcoming Speed Networking event on Dec 7th led by the events team 	<ul style="list-style-type: none"> ● Increased knowledge of the quality of targeted employment and skills development programs ● Enhance capacity to collaboratively advance anti-Black and anti-Indigenous work within the organization 	Individual/Group/Institutional, Community: The changes observed for the action of continuing with Employment and Skill Development Programs with a focus on Black Staff is necessary to support them to transitioning from frontline, unionized positions to moving	Q4 2022	Complete

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Inclusive Economic Development (continued)	13.2	Continued				<ul style="list-style-type: none"> Delivered a collaborative external event with Indigenous Talent Specialist with 18 attendees Delivered two networking workshops: CNIB, Somali Scholars. 		through the organization in an upward trajectory. It is important to have a diverse representation of management and leadership at all levels of the organization, to be reflected at all levels of the City's workforce.		
	15.1	Target Black-owned businesses and social enterprises for outreach, training, and vendor networking as part of the City of Toronto Social Procurement Program.	Purchasing & Materials Management Division	<ul style="list-style-type: none"> Research, create and release a survey. There will also be staff time to analyze the data and draft a report of the results. 	<ul style="list-style-type: none"> Conducted a survey on the barriers within procurement, targeting Black, Indigenous and other Equity-Deserving Communities. Released a survey for businesses to inform City policy decisions by identifying barriers to participation for Black-owned businesses and social enterprises in City procurement opportunities. Analyzed the data and compiled an internal report with disaggregated results to understand what Black business survey respondents pinpointed as barriers within procurement. 	<ul style="list-style-type: none"> Survey results were compared to AnchorTO vendor data to better understand the experiences of Black businesses within the City's procurement process and address barriers that prevent Black businesses from participating in procurement opportunities. 	<ul style="list-style-type: none"> The survey results established baseline data to serve as a foundation and understanding of our progress to-date. The survey results will also inform the types of targeted supports to provide Black suppliers based on what has been identified as barriers to procurement. The survey is complete, and the results will be shared within the Social Procurement Program and Policy Review Staff Report 	Institutional: Development of a Social Procurement model that better supports Black businesses and other equity deserving groups, and effectively leverages the City's spending power to reduce barriers and access to economic opportunities.	Q4 2022	. In progress

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Inclusive Economic Development (continued)	15.1	Target Black-owned businesses and social enterprises for outreach, training and vendor networking as part of the City of Toronto Social Procurement Program.	Toronto Transit Commission	<ul style="list-style-type: none"> Staff time Funding 	<ul style="list-style-type: none"> Continue to work with the City and explore opportunities to reach out to Black-owned businesses in order to help them bid on TTC opportunities. Continue to work with PCM to build in equity, diversity and inclusion, and human rights priorities, objectives and outcomes into TTC's Procurement Policy. Develop practices or guidelines that make it easier for Black, Indigenous, and other radicalized businesses to find out that TTC is looking for services and what those services are. Develop guidelines about how Black businesses and communities will be engaged. Build relationships with the City's Economic Development & Culture and Poverty Reduction contacts (as well as other Divisions such as Poverty Reduction Strategy Office) to attend the Black Business Roundtable and to share learnings, etc. Request for Proposals (RFP) process completed with curriculum development by Upskill a Black Woman owned Leadership and Learning Consultancy Firm and newly hired Anti-Racism Education Consultant for developing and facilitating Confronting Anti-Black Racism training for TTC staff and employees. Summarize the learnings from 2023 engagements with Canadian and American public organizations and include those learning as elements of the upcoming Procurement Policy grounded in equity to increase opportunities for Black businesses to work on TTC projects. 	<ul style="list-style-type: none"> Curriculum development Work plan development 	<ul style="list-style-type: none"> To be determined Training for Executives, senior management and people leaders Developing training sessions for three modules of learning <ul style="list-style-type: none"> Anti-Black Racism Anti-Indigenous Racism Human Rights Each training module will have a foundation of anti-oppression, unconscious bias and intersectionality 	<p>Institutional: The development of practices and guidelines make it easier to engage Black and Indigenous businesses for services, because staff have a clear process they can refer to.</p> <p>To be determined.</p>	<p>Q4 2023</p> <p>Q4 2023</p>	<p>Planning underway</p> <p>Planning underway</p>

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Inclusive Economic Development (continued)	15.1	Target Black-owned businesses and social enterprises for outreach, training and vendor networking as part of the City of Toronto Social Procurement Program.	Social Development, Finance & Administration Poverty Reduction Strategy Office	<ul style="list-style-type: none"> Research and analysis of opportunities to increase the number of diverse suppliers on the city's list, as well as outreach to Black membership-based business organizations and associations. 	<p>As part of the Social Procurement Program review, we will be exploring alternative Diverse Supplier Certification opportunities.</p> <ul style="list-style-type: none"> AnchorTO is currently undergoing research on self-attestation models as alternate modes of certifying ownership. We have remained engaged during this project and will utilize the results as part of our policy review. Intentional relationship building with black business organizations/associations to widen the reach of the social procurement program and communicate the opportunities for diverse suppliers in the City's procurement. 	<ul style="list-style-type: none"> Building on the consultations done through the AnchorTO research, we will create a strategy to expand the reach of the Social Procurement Program to increase the number of Black-owned businesses on our diverse supplier list. Engaging with Black business organizations and associations on various procurement opportunities within the City, conducting targeted training sessions and vendor fairs for Black suppliers. 	<ul style="list-style-type: none"> Through the building of relationships, PMMD will increase the number of Black-owned businesses on the Diverse Supplier list. Provide opportunities for Black suppliers to grow their understanding of the City's procurement practices and processes to enable their success when bidding on procurement opportunities through the development of targeted training sessions 	Group/Interpersonal: Diverse Black businesses have been engaged to identify the barriers they face. Their insights have been developed into a policy report with clear recommendations that will inform how the City targets and engages Black businesses moving forward. Black businesses are now more aware of City procurement processes and can more effectively engage in recruitment efforts.	Q3 2023	In progress
	15.2	Support the start-up and incubation of Black owned businesses.	Economic Development & Culture Museums & Heritage Services	<ul style="list-style-type: none"> Staffing, space, money, equipment, and supplies 	<ul style="list-style-type: none"> Worked with a Black queer start up business to co-produce the Queen Charlotte's Ball, a major event for trans and racialized communities. 	<ul style="list-style-type: none"> Cultivated a partnership with FUNCTION. 300 participants attended. Increased visibility and representation of Toronto's diverse 2SLGBTQ+ community. 	<ul style="list-style-type: none"> Increased awareness to support Black and racialized queer communities. 	Individual/Interpersonal/ Group/Interpersonal/ Institutional: Developed a new partnership with FUNCTION, that engaged 300 plus participants and increased visibility for 2SLGBTQ+ communities. Museums & Heritage Services had an opportunity to co-produce a queer centred event for racialized communities. This experience created space for learning and relationships that will inform future work and partnerships.	Q3 2022	Complete

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Inclusive Economic Development (continued)	15.1 & 15.2	Support Black-owned businesses to better compete and thrive in Toronto.	Economic Development & Culture Arts & Culture Services	<ul style="list-style-type: none"> \$150k in funding Human resource 	<p>The Little Jamaica Initiative: EDC will work with City Planning, a 12 Division Interdivisional team, and a program advisor/engagement consultant to respond to several City Council motions that direct staff to prioritize a survey of the cultural heritage resources in Little Jamaica in addition to creating a cultural district or hub that recognizes and protects the cultural heritage of the area, and to develop economic measures to help existing businesses experiencing challenges. Activities include:</p> <ul style="list-style-type: none"> Protect the Jamaican-Caribbean identity of "Little Jamaica" along Eglinton Avenue West by creating a high-profile cultural district that will enhance business and tourists Support Black-owned and operated businesses, along Eglinton Avenue West on their stabilization, reopening, recovery and rebuild strategy Recognize and protect the community's Jamaican-Caribbean heritage and contribution in the public realm by commemorating local historical people, events, and buildings Sustain the local Jamaican-Caribbean community through more affordable housing options Guide future growth and transit development to support the cultural district and commercial retail businesses on main streets. 	<ul style="list-style-type: none"> File moved to City Planning early 2022 	<ul style="list-style-type: none"> File moved to City Planning early 2022 	<p>Group/Interpersonal: This initiative supports Black mandated businesses and organizations operating in Little Jamaica, through the provision of targeted place-based services to preserve cultural heritage and economic vitality of the area. Considering the significance of this neighbourhood to many Black residents across the city, this initiative also has community and societal impact because it elevates the unique cultural characteristics of this area to provide distinct recognition as a Cultural District in Toronto.</p>	Q3 2023	In progress

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Inclusive Economic Development (continued)	15.1 & 15.2	Support Black-owned businesses to better compete and thrive in Toronto.	Economic Development and Culture Business Growth Services	<ul style="list-style-type: none"> \$1M in funding provided by the Federal Economic Development Agency of Southern Ontario 	Main Street Recovery and Rebuild Initiative <ul style="list-style-type: none"> \$1M invested, over three years, to assist with the revitalization of Little Jamaica. Funds provided to the Black Business and Professional Association (BBPA) are being used to deliver programs and initiatives that address equity and opportunity for Black owned and operated businesses. 	<ul style="list-style-type: none"> In 2022, approximately \$627,000 was disbursed to the Black Business and Professional Association. 	<ul style="list-style-type: none"> Direct support provided to 87 Black owned businesses. 	Group/Interpersonal: Black business and Black mandated organizations receive direct support to assist with the revitalization of Little Jamaica.	2025	In progress
	15.1 & 15.2	Support Black-owned businesses to better compete and thrive in Toronto.	Economic Development and Culture Program Support	<ul style="list-style-type: none"> \$150k in funding Human resource 	Jane & Finch Initiative <ul style="list-style-type: none"> Contributed to the development of an updated Secondary Plan and Community Development Plan (CDP) for the study area that includes the Black Creek and Glenfield – Jane Heights neighbourhoods. Supported the development of CDP policies and programs to advance inclusive economic development for area residents. Supported discussion/agreement that the Jane-Finch initiative can serve as a pilot location of the CABR <i>Growing in Place</i> Initiative. 	<ul style="list-style-type: none"> Completed interim Ideas Report which was approved by City Council in May 2022. Currently conducting phase 2 community engagement leading to a draft Secondary Plan and Community Development Plan. Working with Jane Finch Centre, held 2 public arts and culture meetings in 2022 to gather feedback on the Ideas Report. Working with Toronto Arts Council to deliver a funding information session in Jane and Finch in November. Held an initial meeting with 3 Local Arts Service Organizations to discuss provision of service in the Jane and Finch community. 	<ul style="list-style-type: none"> Ongoing collaboration with SDFA and City Planning to develop a Secondary Plan and a CDP for Jane and Finch. Established quarterly meetings with the Artist Collective to determine short, mid and long-term goals. 	Group/Interpersonal: This initiative supports Black mandated businesses and organizations operating in the Jane and Finch neighborhood, reducing barriers and increasing access to opportunities.	Q3 2023	In progress
	15.1 & 15.2	Support Black owned businesses to better compete and thrive in Toronto.	Toronto History Museums (THM) Awakenings / All THM Sites	<ul style="list-style-type: none"> Access to Space, technical production, staffing, procurement, equipment and supplies. 	<ul style="list-style-type: none"> Partnered with Black owned company Twist by Roger Mooking to create a menu that dismantles the colonial narrative, putting the African / Caribbean diaspora front and center. 	<ul style="list-style-type: none"> Welcomed over 1,800 attendees at the opening launch event. Increased visibility and representation of African and Caribbean cuisine while highlighting Black-owned business to 	<ul style="list-style-type: none"> Increased awareness of THM site for the public and communities that values cultural diversity and inclusion. 	Group/Interpersonal: Enhanced engagement between the City/ THM and Black-led businesses and organizations.	Q3 2022	Complete

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Inclusive Economic Development (continued)	15.1 & 15.2	Continued				<p>underrepresented communities.</p> <ul style="list-style-type: none"> Cultural education about the diverse food of African and Caribbean diaspora Social impact that contributes to a larger movement towards dismantling colonial narratives and promoting racial equity and social justice. 				
	15.1 & 15.2	Support Black owned businesses to better compete and thrive in Toronto.	THM Awakenings/ Saadian Museum	<ul style="list-style-type: none"> Access to Space, technical production, staffing, procurement, equipment and supplies. 	<p>Dis/Mantle Exhibition Procured 17 additional Black artists to contribute to building further capacity for Dis/Mantle.</p> <ul style="list-style-type: none"> Sharon Noorwood Christine Nnawuchi Moraa Stump Jabari "Elicser" Elliott Odario Williams Razaq El Toro Lillian Allen Roger Mooking Randell Adjei Prince Amoaka Faduma Mohamed Dwayne Morgan Trevylyn Kennedy Troy Penny Tracey Kayy Shahaddah Jack Alessandra De Oliveira <p>Dis/Mantle pop up shop stocked with product from Black owned businesses including Michnat Fashions and Big Dreamers.</p>	<ul style="list-style-type: none"> Welcomed over 9,000 visitors to the exhibit. Increased representation by highlighting the work of Black artists and business owners. Provided an educational opportunity for visitors to learn about Black culture and experiences of Black artists. Highlighted products of Black owned businesses in Dis/Mantle shop. 	<ul style="list-style-type: none"> Attracted new audiences and engage existing ones. 	<p>Group/Interpersonal: Enhanced engagement between the City/ THM and Black-lead businesses and organizations.</p>	Q2, 2023	In progress

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Inclusive Economic Development (continued)	15.2	Support the start-up and incubation of Black businesses	Social Development, Finance & Administration Youth Development Unit	<ul style="list-style-type: none"> \$15,000 in funding Staff support 	<p>Deliver the annual Branded Youth Entrepreneurship Conference for Black Youth</p> <p>The Branded Youth Entrepreneurship Conference took place on August 26 and 27 at Artscape Daniels Launchpad and was organized by the City of Toronto's Youth Development Unit, CEE Centre for Young Black Professionals, Business in the Streets, Access Alliance, Artscape, LAMP and Tridel:</p> <ul style="list-style-type: none"> Completed agreement to provide funding Attended planning committee meetings Provided recommendations for speakers and facilitators Assisted with promotion and outreach 	<ul style="list-style-type: none"> Branded offered participants: Consultations on topics including social media, Business Model Canva and closing with confidence Expert stations: Digital Strategy and Brand Development, App Design & Development, Growing Your Beauty Business, Prioritizing the Entrepreneur, and Legal Guidance for Entrepreneurs Keynote presentation by Jebril Jalloh Entrepreneur and Founder of Get Fresh Company: <ul style="list-style-type: none"> The photo booth (for product photography and headshots) Networking activities A pitch contest with cash prizes for 5 finalists 	<ul style="list-style-type: none"> 33 participants attended day 1 and 70+ participants attended day 2 The event content was strong and very well-received by all attendees, volunteers, speakers, and team members. The Branded committee continued to have strong community representation, including from the City of Toronto, LAMP Community Health Centre, Access Alliance Community Health Centre, Business in the Streets, Toronto Community Housing, and CEE Centre Event flow ran incredibly smooth given the variety of activities throughout the two days The pitch competition was organized with funding going to five incredibly well-deserved entrepreneurs Volunteer management and training was successful with everyone clearly knowing what to do, where to be, and when to be there. 	<p>Individual/Groups/Community: Youth entrepreneurs were provided with customized consultations and funding (for pitch contest winners) to support their small businesses. Youth were able to build their peer and sectoral networks. Groups convened to leverage resources to deliver an impactful conference</p>	Q3 2023	Complete

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Inclusive Economic Development (continued)	21.3	Increase stable funding and supports for Black arts and culture.	Economic Development & Culture Arts & Culture Services	\$300,000 (\$50,000 each for HXOUSE, Manifesto, Nia Centre, RISE Arts & Community Services, The Remix Project, Unity Charity) <ul style="list-style-type: none"> An additional \$150,000 to Nia and RISE Arts & Community Services. 	1. Youth Cultural Incubators Stabilizing Initiative (YCISI) <ul style="list-style-type: none"> Launch the co-developed second phase of the YCISI in 2022 after consulting with and applying feedback from 2021 cohort organizations. Identify 6 new Black-led or Black-focused small to mid-sized arts organizations to receive three-year core funding, mentorship and workforce development. 	<ul style="list-style-type: none"> Worked with Method Collective on an intensive series of workshops with the six organizations in the cohort (HXOUSE, Manifesto, Nia Centre, RISE Arts & Community Services, The Remix Project, Unity Charity) to determine a series of recommendations to be implemented by the City and the cohort organizations to increase resiliency and sustainability. Method produced a comprehensive report including an ecosystem scan, research, consultations with cohort and youth arts sector. The report <i>Shifting from Resiliency to Sustainability</i> will help guide work in the fourth, extended year of the cohort. 	<ul style="list-style-type: none"> Organizational capacity building: Governance policies, strategy development, fundraising, HR, financial literacy. Mentorship provided to 110 Black youth over 2022. Increased/Enhanced program delivery. Additional funding secured for 2023. 	<u>Institutional/Organizational/ Individual/ Interpersonal:</u> \$50K funding was provided to each of the 6 organizations participating in the YCISI to support organizational capacity building. Mentorship and network building programming provided to Black youth.	Q4 2022	Complete
	21.3	Increase stable funding and supports for Black arts and culture.	Economic Development & Culture Arts & Culture Services	<ul style="list-style-type: none"> Approximately \$300,000 in CHS grants to artists, local businesses, and agencies via an online application process (\$150,000 of which will engage Little Jamaica and \$150,000 to Golden Mile). 	2. Cultural Hotspot (CHS) 2022 <ul style="list-style-type: none"> To consult and work in collaboration with community stakeholders/rights holder groups and CABR in Little Jamaica and Golden Mile to deliver in 2022 between 20 – 30 community-led, localized arts programs outside Toronto’s core. 	<ul style="list-style-type: none"> The organizations will work with the City to co-develop what the next iteration of the program looks like, including transparent criteria to apply to be part of the program. Paid advertising campaign included print ads in Toronto Caribbean and digital ads with ByBlacks, an online media platform exclusively focused on Black Canadians. Consulted and collaborated with local community through Community Connects process and funding info sessions. From June – October, Cultural Hotspot supported 6 Signature Projects and 9 SPARK Projects in Little Jamaica dispersing \$168,200 in funding to organizations, collectives and artists including: Diversified Youth, Amexem Mu Centre, KE Residents, Art Starts, Nia Centre for the Arts, 	<ul style="list-style-type: none"> Highlighted Cultural Hotspot: Black Youth Music Project in social post across Twitter, Facebook, and Instagram. See example. Drawing on advice from community, decided to extend the Cultural Hotspot for a second year in Little Jamaica, and began Community Connect process in September. 	<u>Individual/Intrapersonal/ Group/Interpersonal/ Institutional/Organizational:</u> Targeted cultural supports to invest directly in neighbourhoods with large Black populations. The development of partnerships with local arts programs and initiatives to invest in local development and cultural programming.	Complete	In progress

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<p>Inclusive Economic Development (continued)</p>	<p>21.3</p>	<p>Increase stable funding and supports for Black arts and culture (continued).</p>	<p>Economic Development & Culture Arts & Culture Services</p>			<p>Storytelling Toronto and Canadian Reggae Music. Local resident and business owner, D'Andra Montaque engaged in a partnership with STEPS Public Art, resulted in workshops focused on the importance of hair in Black culture, art and identity, culminating in a new community mural.</p> <ul style="list-style-type: none"> ● Other projects included local events and festivals, theatre, workshops and more. 9 Signature Projects and 3 SPARK Projects were supported in Golden Mile, with \$144,063 in funding disbursed. ● A media partnership with CIUT resulted in a live broadcast from Nia Centre's Yuh Deh Yah, Oakwood event featuring a roster of local performers. Also, through this partnership, local youth were engaged in a podcast training program with CIUT. ● An Instagram reel highlighting Little Jamaica was created as part of a media sponsorship with blogTO, encouraging people to explore the neighbourhood. ● Engaged local community through a library poster campaign, which asked local residents to share their responses to a series of 5 questions about their community. ● Participated in the Afro-Caribbean Farmer's Market, with a table set up at 2 markets to share info about the Cultural Hotspot using grassroots methods. 				
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Inclusive Economic Development (continued)	21.4	Outreach to diverse Black people to share information about City grants processes for applications and deadlines.	Economic Development & Culture Todmorden Mills	<ul style="list-style-type: none"> Share details of the Animating Historic Sites with Black artists. 	<ul style="list-style-type: none"> On site meetings, emails sharing the resources/opportunities. 	<ul style="list-style-type: none"> Andrew Moodie's play, "The Real McCoy" are grant recipients this year and doing 4 performances at Todmorden Mills in September 2023. 	<ul style="list-style-type: none"> Stronger links between the Toronto History Museums, Animating Historic Sites and the Black Artist Community. There will be site animation at Historic Sites gran until October and information sharing about the grant widely to Black Artists and networks on an ongoing basis. 	Individual/Intrapersonal: Amplification of Black stories of people who are important in Canadian history.	Ongoing	In progress
	21.4	Outreach to diverse Black people to share information about City grants processes for applications and deadlines.	Toronto Public Health	No inputs	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	To be determined	To be determined	To be determined	To be determined	Not started
Accessible and Equitable Housing Address the overrepresentation of Black residents in Toronto's homeless and	10	Improve shelter and housing conditions to better support Black Torontonians	Social Development, Finance & Administration Confronting Anti-Black Racism Unit	<ul style="list-style-type: none"> Community Partnership funding of \$10,000 	<ul style="list-style-type: none"> Partner: CP Planning – PARTNA Initiative 	<ul style="list-style-type: none"> 6 meetings with Black architects, finance and development experts, and the University of Toronto Infrastructure institute 10 meetings with a Sara and Cara Levine Foundation resulting in securing their donation support Presentation to BCHAT, community organizations, City of Toronto staff, CABRAC for knowledge exchange and input -hiring of full-time Project coordinator (Black youth) 	<ul style="list-style-type: none"> Education to homeowners on investment opportunities while contributing to establishment of affordable housing in Toronto Increased affordable housing 	Group/interpersonal: The initiative brought forward the group level change of PARTNA being incorporated as a non-profit in March 2023, through providing strategic investment in its governance growth and overall potential.	Q1 2023 Ongoing	Complete

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underhoused population by supporting increased community engagement, research, partnerships, and the use of disaggregated race- based data to advance, Black-led housing solutions. This includes the development of Black population set aside targets for housing; culturally appropriate housing options for Black seniors, and the creation of	10.2	Apply an Anti-Black Racism Lens to shelter standards and procedures.	Shelter Support, Housing & Administration Service Planning & Integrity Team	<ul style="list-style-type: none"> Funding for <ul style="list-style-type: none"> contracted facilitator client honoraria refreshments for client consultation sessions communication materials SSHA staff resources and time 	<ul style="list-style-type: none"> Completed client and shelter staff consultations Client consultations with <ul style="list-style-type: none"> Shelter provider outreach staff Development of communication materials Project webpage Focus groups and interviews Online client survey Development of consultation tools Staff consultations Shelter provider outreach Development of online staff survey Development of consultation tools Focus groups and interviews Development of consultation results analysis tools. 	<ul style="list-style-type: none"> Client consultation report which identified that 149 Black clients were consulted regarding their experiences, and recommendation for improvements. Staff consultation report which highlighted 80 staff consultations regarding their experiences and recommendations for improvement Funding for <ul style="list-style-type: none"> contracted facilitator Client honoraria Refreshments for client consultation sessions Communication materials SSHA staff resources and time. 	<ul style="list-style-type: none"> Increased understanding of Black clients' experiences with Toronto's Shelter System. Increased understanding of what changes can be made to the Toronto Shelter Standards to better serve Black clients. Use of synthesized data to inform revision of Toronto Shelter Standards. 	<p>Group/Individual/Institutional/Organizational: Creating safe spaces for Black clients to share their experiences. As an organization there has been learning from the procedures of the consultants, with expertise in gathering data from specific equity-deserving groups (ex. Black clients experiencing homelessness).</p> <p>Creating institutional impacts by incorporating feedback/Black client experiences in revision of Toronto Shelter standards.</p>	Q4 2023	In progress
	10.3	Ensure shelter staff are trained on anti-Black racism as a trigger to mental illness.	Shelter Support, Housing & Administration Homelessness Initiatives & Prevention Services Team	<ul style="list-style-type: none"> Locating & securing training that speaks to the impacts of anti-Black racism within a shelter context. Working with expert facilitators to tailor their psychotherapy training to needs of SSHA Black and Ally staff. Identifying complimentary resources to accompany for pre and post training supports. 	<ul style="list-style-type: none"> All Management and Supervisory staff working in Directly Operated Shelter programs to complete 28 hours of Anti-Oppression Psychotherapy Training. SSHA to coordinate an Anti-Oppression Psychotherapy training to support staff working in directly operated shelters. Create accompanying and complimentary supports for pre-& post Anti-Oppression Psychotherapy training to further support staff. 	<ul style="list-style-type: none"> 44 sessions of the Anti-Oppression Psychotherapy sessions have been completed (308 hours of training). Within the directly Operated Shelters, 173 Senior Management, Extended Management, Senior Site Supervisors, Shift Leaders, and Program. Managers completed the Anti-Oppression Psychotherapy Training Sessions. The final session for Middle Management will take place in December. Followed by an evaluation/ supervision session and a post session. 	<ul style="list-style-type: none"> Several participants of the Anti-Oppression Psychotherapy engaged in sharing their learning during 4 Anti-Oppression Psychotherapy post supervision sessions to share and exchange resources. AOP Participants participated in providing evaluations of the AOP training sessions to constantly improve the training. 	<p>Institutional / Organizational: Increased conversations among management and staff regarding mental health impacts of anti-Black racism.</p> <p>Anti-Oppression Psychotherapy post supervision created working examples for staff to carry forward the knowledge of how to work in a collaborative manner with various teams in SSHA to problem solve challenging situations that result from anti-Black racism.</p>	Q4 2023	In progress

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equitable policies to improve access to shelter, home ownership and housing services that respond to the growing rate of Black evictions.	10.4	Create safe spaces within new LGBTQ2S shelters for Black queer and trans youth.	Shelter Support, Housing & Administration Planning & Engagement Unit	<ul style="list-style-type: none"> Consult with members of the Black Community on safe spaces as part of the development of the Shelter Design and Technical Guidelines (SDTG). Incorporate feedback from consultation on safe spaces into a new version of the shelter design guidelines. Facilitator hired to lead consultation with Black community and LGBTQ2S+ community for the SDTG. Consultant hired to support additional consultation to support action item 10.2, 10.4 and 10.6, including with Black queer and trans youth. Jurisdiction scan on the existing literature on safe spaces. 	<ul style="list-style-type: none"> On May 30, 2022, a Black Population Focus Group was held. Participants in the focus <ul style="list-style-type: none"> groups included representatives from: <ul style="list-style-type: none"> City of Toronto Shelter, Support and Housing Administration staff. Representatives of third-party shelter providers. Frontline shelter staff; and Other individuals with relevant shelter and/or expert knowledge. Meetings held to share knowledge from consultations related to action items 10.2, 10.4 and 10.6. Questions specific to safe spaces added to consultation for 10.2 Research Associate working to create a joint definition of safe spaces 	<ul style="list-style-type: none"> Feedback from consultations has been incorporated into a new draft of the SDTG Black clients including youth consultations have been completed. Draft definition of safe spaces has been shared with staff for review Report will be finalized and released Q2 2023 (Release of Shelter Design and Technical Guidelines) 	<ul style="list-style-type: none"> Receive feedback from Black queer & trans youth through consultations Gain a better understanding of the needs of Black queer & trans youth re: regarding safe spaces Create process that incorporates Black youth perspectives in development of SDTG Investigation of the possibility of a new youth shelter which will incorporate all the learnings from consultations regarding creating safe space for Black LGBTQ2S youth Development of new youth shelter (dependent on City Council approval of funding) 	<p>Institutional/Organizational: Feedback received from consultations with the Black community will be released publicly through an updated SDTG in Q1 2023. This includes guidelines to create safe spaces within shelters for Black queer and trans youth and other members of the black community. This document will be used to design and renovate future shelters.</p> <p>There is a long-term plan to develop a new shelter with indoor space where Black queer and trans youth feel safe. Initial assessments on a potential youth shelter have begun.</p>	Q2 2023	In progress

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Accessible and Equitable Housing (continued)	10.5	Collect race-based data on homelessness, particularly on the needs of Black queer and trans youth for shelters support services planning.	Shelter Support, Housing & Administration Service Planning & Integrity Unit	<ul style="list-style-type: none"> The 2021 Street Needs Assessment survey includes a racial identity question, the second time race-based data has been collected using the SNA. SSHA also collects race-based data on homelessness via the Service Triage, Assessment and Referral Support (STARS) Intake Tool & Triage module in SMIS. 	<ul style="list-style-type: none"> Piloted a racial identity question with 14 shelter sites October 2020-May 2022. The question was rolled-out system-wide in June 2022. Intersectional analysis of the data. Presentations re: of data findings & identifying areas of focus. Consultation with divisional tables & community stakeholders. Integration of CABR lens in development of training for front-line staff in asking racial identity question. Develop technical process for transforming racial identity data collected at intake into information about Black racial identity of service users. Analysis of data. Assessment of process re: collecting racial identity data in SMIS. Creating process with CABR lens in understanding how to use race-based collected data. Consultation with divisional tables & community stakeholders. 	<ul style="list-style-type: none"> 758 respondents in the 2021 Street Needs Assessment identified as Black, approximately 31%. This is significantly higher than the proportion of Toronto residents who identified as Black (approximately 9%). Operationalized a policy that will support prioritization for housing using the data collected from the system-wide implemented race-based question. Presentations of findings Connecting/consulting with CARB Steering Committee and other tables re: consultation. Research brief and slide deck on Black homelessness from 2021 SNA survey data, including comparative analysis with other racial identity categories. Meetings geared toward understanding divisional needs/priorities re: race-based data. Initial analysis of data and monitoring percentage of clients who have responded to racial identity question Data definition for identifying a service user's racial identity across multiple system intakes. Mandatory training rolled out to all front-line staff asking for racial identity information from people accessing shelter and outreach services 	<ul style="list-style-type: none"> Community Engagement/relationship building. Increased divisional collaboration. Report on findings re: needs of Black clients. Gain a better understanding of shelter support service needs for Black queer and trans youth. Strengthen community Engagement practices to enhance relationship building. More opportunities for divisional and inter-divisional Collaboration (e.g., Data for Equity Unit, Corporate CABR). Exploring engagement with a Black lived-experience advisory body to help inform data processes, especially around creating policies around prioritization for equitable housing outcomes, best practices re: data governance for Black clients, and all other CABR-related policy and project development across the division. 	<p>Institutional/organizational: The SNA includes questions on health challenges, service use, reasons for housing loss, and length of time homeless among others. It provides opportunities to understand the particular experiences of Black clients in the shelter system and those staying outdoors. These findings provide opportunities to better understand the housing challenges and service needs of Black clients.</p> <p>This data gives us the opportunity to consider areas of programming and services that can be improved to impact Black clients and can also pinpoint where we might need more information to adequately address client needs. For example, lack of representation/information from Black queer and trans youth may signal that we may need more resources to better understand the challenges and experiences of this group in order to provide services that may better address their needs.</p> <p>Addressing anti-Black racism is a key priority in SSHA's Homelessness Solutions Service Plan, adopted by council November 9, 2021. Black people identified as a priority population group for access to supportive housing opportunities. A target of 25% of all housing units has been identified for this population group.</p> <p>Group/Institutional/Community/ Society:</p>	Q4 2023	In progress

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Accessible and Equitable Housing (continued)	10.5	Continued						<p>SSHA has created and staffed a Business Analyst position specifically to support the use of race-based data in the division's work to confront anti-Black racism.</p> <p>Disaggregated race-based data provides us with important information on racial identities of individuals within our emergency shelter system, and also individuals experiencing unsheltered homelessness. It is a mandatory question, so eventually we will have race-based data on all shelter/outreach clients that the City and our partners work with.</p> <p>Disaggregated race-based data will help inform SSHA's decision-making around the experiences of Black clients. It will help us to understand the impact of our services for Black clients & will also inform our equity lens to help improve Black client experiences in our shelters & housing processes.</p>		
	10.6	Create safe spaces within women's and family shelters for women of African descent.	Shelter Support, Housing & Administration Initiatives & Prevention Services & Service Planning & Integrity	<ul style="list-style-type: none"> Create survey to assess needs of Black women & family Analysis of shelter staff needs to support creating safer spaces Promoted and began engagement of community operated shelter 	<ul style="list-style-type: none"> Disseminated survey to City operated family and women's shelters to understand any work underway in relation to Action 10.6 and identify/confirm resource needs Presented results to survey recipients, from City operated shelters, to confirm results and receive further feedback Attended Toronto Shelter Network (TSN) roundtables to introduce the CABR 10.6 action item 	<ul style="list-style-type: none"> Analysis of shelter staff needs to support creating safer spaces 	<ul style="list-style-type: none"> Improved understanding of work underway which aligns with Action 10.6. Complete consultation with City operated shelter staff and Current State Review 	Individual, Group, Institutional: Created inclusive processes to help understand the needs of Black women and children in our shelters impacts the level of safety equity-deserving clients feel within our shelters. Received feedback and data results from survey and consultation that helped to inform how SSHA is supporting the development of safer spaces and what further resources and supports are needed.	Q4 2022	Complete
								Received feedback and data results from survey and consultation that helped to inform how SSHA is supporting the development of safer spaces and what further resources and supports are needed.	Q3 2022 Ongoing	Complete

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Accessible and Equitable Housing (continued)	10.6	Continued	Shelter Support, Housing & Administration	<ul style="list-style-type: none"> sites (purchase of service) 	<ul style="list-style-type: none"> Consultation with CABR Action Item 10.2 to define what safer spaces means to Women of African descent. 	<ul style="list-style-type: none"> Guidance on safer spaces definition from a client perspective 	<ul style="list-style-type: none"> Improved understanding of what safer spaces means and looks like to inform 10.6 resource development. 	<p>Incorporated the feedback of women and family shelter providers which provide support to Black women will help create safe spaces that will better address their identified needs.</p>	Q2 2023	In Progress
				<ul style="list-style-type: none"> External Consultant who interviewed clients Clients & staff Staff & client advisory Staff External Consultant who interviewed clients Clients & staff 	<ul style="list-style-type: none"> Develop a group of 7-8 SSAs and Program Supervisors to shape and guide resource development for 10.6, ensuring resources accurately reflect the needs Write/ draft resource guide with list of community resources that Black women can access Write/draft guide with list of resources for service providers to support Black women Consultation with CABR Action Item 10.2 to define what safer spaces means to Women of African descent Develop a group of 7-8 SSAs and Program Supervisors to shape and guide resource development for 10.6, ensuring resources accurately reflect the needs 	<ul style="list-style-type: none"> SSA/Program Supervisor Working Group Drafted Community resource guide for Black women Drafted resource guide for Black women Guidance on safer spaces definition from a client perspective SSA/Program Supervisor Working Group 	<ul style="list-style-type: none"> Create Supervisor Working Group to advise resource development Support shelter staff with knowing how they can better support client group Support shelter staff with knowing how they can better support client group Improved understanding of what safer spaces means and looks like to inform 10.6 resource development Create Supervisor Working Group to advise resource development 	<p>Created inclusive processes to help define safe spaces to impact how we serve and support our clients. Received feedback and data results from surveys to inform how SSHA defines safe spaces. Incorporated the feedback of Black women within our structures to create safe spaces that will better address their identified needs.</p> <p>Individual, Group, Institutional: Improved coordination to reflect on-the-ground needs of service providers.</p> <p>Individual, Group, Institutional: The draft is a result of the collaboration between staff and clients to provide culture-specific resources to clients. Clients will feel more secure knowing that there are resources available that can address their needs.</p> <p>Individual, Group, Institutional: The draft is a result of the collaboration between staff and clients to provide culture-specific resources to clients. Clients will feel more secure knowing that there are resources available that can address their needs. Shelters will be better equipped know that they can refer Black women and children</p>	Q2 2023	In Progress

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Accessible and Equitable Housing (continued)	10.6	Continued						to resources that can address their needs Individual, Group, Institutional: Creating inclusive processes to help define safe spaces impacts how we serve and support our clients. Receiving feedback and data results from survey helps to inform how SSHA defines safe spaces. Incorporating the feedback of Black women within our structures will help create safe spaces that will better address their identified needs. Individual, Group, Institutional: Improved coordination to reflect on-the-ground needs of service providers.		
	10.7	Apply an Anti-Black Racism Lens to the Rent Supplement provision process.	Shelter, Supportive Housing & Administration; Housing Secretariat	<ul style="list-style-type: none"> HSS frontline staff at Access to Housing 	<ul style="list-style-type: none"> As of Q1 2022, a race-based question has been added to the centralized waitlist application. A race base data analysis on RGI applicants is expected to be completed in Q4 2023. All applicants will be asked the race-based question in the Access to Housing application form at the time of Annual Renewal. The analysis will examine if there are any disparities and disproportionalities in applying for RGI housing as it relates to anti-Black racism. 	<ul style="list-style-type: none"> Race -based data collection for RGI centralized waiting list applicants 	<ul style="list-style-type: none"> Review and report on race-based data for RGI applicants 	Institutional: Access to housing will determine whether the Black community is overrepresented or underrepresented in accessing RGI, relative to the group's representation in the general population. The creation of a racial disproportionality index will help inform institutional change.	Q4 2023	In progress
	10.8	Apply an Anti-Black Racism Lens to the Eviction Prevention Framework in	Shelter, Supportive Housing & Administration; Housing Secretariat (Grants, Eviction)	<ul style="list-style-type: none"> External consultant to facilitate training Survey analysis 	<ul style="list-style-type: none"> In Dec 2022, consultant will be conducting 3 CABR capacity building trainings to agencies contracted by the City that provide eviction prevention programs 	<ul style="list-style-type: none"> Conducted survey of staff & contracted agencies in August 2022 to understand the experience of Black clients and the experience of staff, which will help to make improvements to the delivery 	<ul style="list-style-type: none"> Analyzed results of staff survey to inform future programmatic enhancements and supports for staff as it relates to anti-Black racism 	Community/ Society: To confront anti-Black racism in the community and at the societal level, resources/ research data has been shared with EPIC and Rent Bank communities partners to help agencies develop a deeper	Q1 2023 (survey) Q4 2022 (training)	In progress

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Accessible and Equitable Housing (continued)	10.8	the 2017-2018 Eviction Prevention Strategy.	Prevention in the Community and Rent Bank)		<ul style="list-style-type: none"> The second phase of surveying will begin in Q1 2023 and expand to clients that previously received Eviction Prevention In the Community Program & Rent Bank services to better understand their experiences as they relate to anti-Black racism. 	of EPIC and Rent Bank programs		<p>understanding and application of the Toronto Action Plan to Confront Anti- Black Racism change models and analytical tools.</p> <p>Institutional/ organizational: As part of the CABR capacity building training, provided to agencies contracted by the City, the consultant will work with agencies' managers, directors and executive directors to ask reflective questions and raise authentic concerns in a "brave space" that stretches beyond individual and collective belief. They will also address gaps/challenges that staff members have expressed around Anti-Black racism and equity efforts. They will also discover practical, action-oriented frameworks and tools to transform the partner agency's eviction prevention programs from an anti-Black racism lens.</p> <p>Group/individual: As part of the CABR capacity building training to agencies on Dec 1, 2022, the consultant will engage with participants to participate in a group discussion which will allow participants to share their lived experiences as Black staff and collectively engage in a conversation that address hetero-patriarchy, dominance, and how that affects black clients in accessing housing.</p>		

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collaborative, accountable and restorative responses to violence in Black communities.	16.4	include use of force issue.			Dufferin Street to the Don River in the downtown core.		<ul style="list-style-type: none"> City staff are developing recruitment and retention strategies for crisis workers as well as ongoing professional development opportunities 	partners responding to community distress calls.		
	16.4 & 16.5	Review police and community training, including Community Crisis Response Programs, to include use of force issue.	Toronto Police Services	<ul style="list-style-type: none"> Staff time and funding 	<ul style="list-style-type: none"> In response to 16.4 and 16.5, a fair and unbiased Training Curriculum framework in was drafted in consultation with subject matter experts, community representatives with lived experience and advisory panels to address 	<ul style="list-style-type: none"> Curriculum development Training delivered 	<ul style="list-style-type: none"> Training will be mandatory for existing and new Service members, with a suite of eLearning modules developed for mandatory refresher training every 2 years on, while anti-Black racism training has been made a permanent component of the In-Service Training Program. The Service initiated the development of a process to identify, analyze & report on transfer of learning across all 4 levels. This work has also led to the following TPS reforms: <ul style="list-style-type: none"> 49 Review TPSB Use of Force policy 66 Governance / Procedure Equity Review 57 Training Efficacy Framework 58 New Officers/Special Constables Training Review 	Institutional/Group: In-service training addresses structural violence, systemic and internalized racism, negative stereotyping, intersectionality, and use of force on people with mental health and/or addiction issues. To ensure effectiveness of training, the Service initiated the expansion of its use of the Kirkpatrick Model (Reaction - Learning - Behaviour - Results), which is a well recognised evaluation standard. It is used to evaluate all courses for level 1 & 2 at time of delivery, and level 3 is now conducted on selected TPC program	Ongoing	
	16.5	Improve training to better equip Law Enforcement Officers with knowledge and skills to better protect and serve diverse Black people.	Toronto Police Services; Toronto Transit Commission	<ul style="list-style-type: none"> Consultants from Diversity, KPMG study. 	<ul style="list-style-type: none"> Improve training to equip Revenue Protection (RP) and Special Constable Service (SCS) staff with knowledge and skills to better protect and serve diverse people of African descent. <ul style="list-style-type: none"> Completed onboarding and hiring of additional members of the Community Engagement Team (as of 2023) that will work hard to engage with Black customers, the Black community and other underserved communities as well as TTC employees and partners for the purpose of building relationships and improving service. Three new interim policies in preparation for 2023 expert, community stakeholder and public consultations have been drafted and are currently being reviewed from an anti-Black racism and racial equity lens by the TTC's 	<ul style="list-style-type: none"> Training program in place. Early Intervention System is now in place for SCS and RP. 	<ul style="list-style-type: none"> CABR Training is still delivered to all new recruits. Race-based Training on culture and demographics. SCS projects to increase staffing to 6 Special Constables in Community Engagement. Use of Force and Discretion interim policies are in effect, further consultation with internal stakeholders is being sought. All policies are reviewed with input of CABR, Toronto Ombudsman and other external experts. Continued training with expert stakeholders. 	See reflection above.	Q4 2023	In progress

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Alternative Police Responses, Restorative Justice, and Repair (continued)	16.5	Continued			<p>Racial Equity Office as well as Dr. Owusu-Bempah and Dr. Wortley. This includes; Use of Discretion policies; Use of Force – two Policy; , Body-worn and In car camera. These will be presented to the TTC board in 2023.</p> <ul style="list-style-type: none"> ○ The new Modernize Policies, Procedures, Standards and Programs includes RP and SCS alignment with third-party report recommendations including CABR Unit, Toronto Ombudsman and others. RP and SCS will continue following through on these recommendations throughout 2023. ○ Research of Early Intervention Systems underway to identify incidences of use of force and recurring complaints from the public that coincide with excessive use of force ● Continued training with expert stakeholders. ● SCS will complete their recruiting in 2023 and increase Community Engagement. 					
	16.6	Strengthen protocols for police response to Person in Crisis (PIC) and report regularly on police-PIC interactions, using an Anti-Black Racism Lens.	Toronto Police Services; Toronto Transit Commission	<ul style="list-style-type: none"> ● Staff time and cross agency commitment to collaboration. 	<ul style="list-style-type: none"> ● Strengthened protocols for Special Constable response to Person in Crisis (PIC) and report regularly on police-PIC interactions, using an Anti-Black Racism Lens. ● TPS reviewed of the use of Emotionally Disturbed person 	<ul style="list-style-type: none"> ● A clear protocol procedure for people in crisis on the TTC. 	<ul style="list-style-type: none"> ● The Person in Crisis protocol follows established TPS guidelines, any changes would need to be in concert with multiple agencies and organizations. ● The procedure for Persons in Crisis (06-04) was revised, with language changing from "Emotionally Disturbed Person" to "Person in Crisis". It was issued in December 2021, and is available on the TPS website: https://www.tps.ca/service-procedures/ 	<p>Institutional: More inclusive language reflected in TPS reporting that demonstrates an anti-Black Racism lens, and a deeper understanding of Black experiences as it relates to trauma and structural barriers faced by Black residents.</p>		Complete

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Alternative Police Responses, Restorative Justice, and Repair (continued)	17.1	Collect and publicly report mandatory race-based data for greater transparency.	Toronto Police Services.	<ul style="list-style-type: none"> Identifiable persons data Staff time 	<ul style="list-style-type: none"> Post all open data collected pursuant to the Race-Based Data Collection Policy, subject to the need to comply with applicable privacy and other legislations 	<ul style="list-style-type: none"> Data released in June 2022 (and ongoing) 	<ul style="list-style-type: none"> Engaged stakeholders and communities, and the open analytics (summary information) were released in June 2022. The open data (anonymized individual data) is scheduled to be released at a future date. TPS website: https://data.torontopolice.on.ca/pages/rbdc-analytics 	Community/Society: Improved data transparency and community access; as well as enhanced data sharing between TPS and the City.	Q4 2022 Ongoing	Complete
	17.1	Collect and publicly report mandatory race-based data for greater transparency.	Toronto Transit Commission	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	Not started
	17.3	Strengthen community capacity to report and police capacity to investigate Islamophobia, transphobic and anti-Black hate crimes through a Community Police Hate Crimes Advisory Committee.	Toronto Police Services	No inputs	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined

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Alternative Police Responses, Restorative Justice, and Repair (continued)	18.2	Use an anti-Black racism lens to develop and implement alternative models of policing that focus on community engagement.	Toronto Police Services	<ul style="list-style-type: none"> Funding Staff time 	<ul style="list-style-type: none"> The Mobile Crisis Intervention program (MCIT) was expanded. The new District Crisis Support Officer role was also established to co-respond during those hours when the MCIT is not operational. A new uniform designed to ensure MCIT officers and nurses are easily recognized and approachable was issued. 	<ul style="list-style-type: none"> Mobile Crisis service is available to 10 to 13 teams working 14.5 hours a day, 7 days a week. New support role: District Crisis Supervisor. 	<ul style="list-style-type: none"> The 911 Crisis Call Diversion Pilot (CCDP) with a co-located crisis worker from the Gerstein Crisis Centre at the TPS Communications Centre launched on September 2, 2021. It is anticipated that the pilot will be expanded by one year. TPS participated in the development of the Toronto Community Crisis Service (TCCS) pilots currently underway. Periodic updates are being provided by the City to MHAAP on the progress on the development of the Community Crisis Creation of PRR 1 Alternate models of Police Response. 	Institutional and Individual: Increased support for people in crisis; and targeted investment in crisis intervention supports.	Q4 2024 (Expanded)	In progress
	18.3	Use effective alternative models to incarceration such as the use of restorative justice models developed and implemented with elders in Black communities.	City Manager's Office	No inputs	To be determined	To be determined	To be determined	To be determined	To be determined	Planning underway.

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Transformative Culture Change Continue to drive transformation -al systems change by increasing community accountability in City processes through actively applying anti-Black racism analysis and Confronting Anti-Black Racism Training. Deepening, expanding and tracking Black leadership and professional	1.4	Increase the hiring of Black Torontonians and partnerships with diverse Black communities to ensure that children and youth programs reflect the diversity of the communities they serve.	Toronto Public Health	No updates to report.	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	No updates to report.	No updates to report.	No changes to report.	No updates to report.	Not started
			Children's Services	No inputs	To be determined	To be determined	To be determined	To be determined	To be determined	Planning underway.
	1.4	Increase the hiring of Black Torontonians and partnerships with diverse Black communities to ensure that children and youth programs reflect the diversity of the communities they serve.	Parks Forestry & Recreation	<ul style="list-style-type: none"> Staff time Funding 	<ul style="list-style-type: none"> Building Skills Through Recreation (BSTR) Program In 2022 the Parks, Forestry and Recreation Community Recreation Branch, continued to expand on the Building Skills Through Recreation (BSTR) program. Outreach for the program was focused on equity-deserving groups in an effort to increase the size of talent pool for current and future part-time recreation staff. PFR staff, including Youth Outreach Workers with support from Youth Recreation Programmers targeted specific hubs (located in NIA and vulnerable communities), organizations, and agencies to deliver employment readiness programs and promote youth employment and leadership opportunities. 	<ul style="list-style-type: none"> Parks, Forestry and Recreation offers the Building Skills Through Recreation to support children and youth in gaining employment readiness skills for recreation jobs. 	<ul style="list-style-type: none"> In 2022, 684 youth participated in employment readiness sessions for Community Recreation's Building Skills Through Recreation program. Of those, 443 youth completed the employment readiness program. The additional 241 youth who chose not to complete the employment readiness program were still able to gain valuable skills during individual sessions. 	Interpersonal/Individual: Youth gain invaluable paid experience to expand their networks and enhance their employability.	Q4 2023	In progress

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development opportunities for Black staff at the City, and growing the number of City staff trained in anti-Black racism analysis is also critical. This will also work to embed community informed, decolonized funding, monitoring and evaluation practices to better assess the impacts of the Action Plan and associated initiatives.	1.5	Develop and implement intergenerational and cultural connections through Black mentorship initiatives.	Toronto Community Housing	<ul style="list-style-type: none"> Co-sponsored the Black Families Un-Conference in collaboration with The Justice Fund, Tim Horton's Camp, Alterna Saving and the Black Daddies Club 	<ul style="list-style-type: none"> TCHC staff-initiated project through a series of meetings taking place in Q3 with event execution occurring on Oct 28th - 30th. 	<ul style="list-style-type: none"> The Black Families UN-Conference provided black families within TCHC the opportunity to experience the outdoors, access culturally specific mental health and support services, recreational activities, financial literacy workshops and employment opportunities through collaborating with the Black Daddy's Club, The Justice Fund, Alterna Savings and Tim Horton's Camps. 	<ul style="list-style-type: none"> Initiative intended to foster a stronger/more resilient intergenerational familial unit and inspire a pro-social paradigm shift, where individuals can become actively engaged in their communities, employment and educational spaces and make informed financial decisions. 	Individual and Group: Provided an opportunity for families to have positive experiences in nature to support their wellbeing.	Q4 2022	Complete
	1.5	Develop and implement intergenerational and cultural connections through Black mentorship initiatives.	Parks Forestry & Recreation	The PFR Black Staff Network led events and educational series to promote Black staff and allies	<ul style="list-style-type: none"> In 2021, Parks, Forestry and Recreation launched its own Black Staff Network (BSN) that is open to all staff who identify as being of African descent or a member of the Black diaspora. The purpose of the network is to support professional development and engagement, and establish a community of practice for Black staff. In 2022, the network worked to support Black mentorship initiatives by providing opportunities for Black management staff to work with front-line staff to provide career navigation support. The network also supported intergenerational and cultural connections amongst network members, City staff, and PFR senior leadership by hosting events, socials, contests, learning series and conversation circles. 	<ul style="list-style-type: none"> The PFR BSN continues to offer support, mentorship, learning opportunities, and a space for connecting to its members. 	The 2022 outcomes of PFR BSN events included: <ul style="list-style-type: none"> Created a space for Black PFR Staff to form connections. Facilitated two educational series on unpacking findings from the race-based data collection presented by the Toronto Police Services. One session was only for Black staff. Debriefed and shared the feedback and experiences of Black staff with senior leadership in Parks, Forestry and Recreation, including General Managers and Directors. Hosted the first Black Staff Network in-person social for Toronto Public Service Week at Parkway Forest Community Centre. 	<u>Interpersonal/ Individual & Group/ Interpersonal & Institutional/ Organizational & Community/ Society:</u> Benefits are seen across all levels of change, including individual support for staff professional development, improved sense of belonging, and targeted capacity building opportunities. Institutional events can also be observed through divisional commitments to support events and activities led by the new BSN.	Ongoing	In Progress

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Transformative Culture Change (continued)	4.1 & 5.1	Work with the Province to support training for community mental health service providers through an Anti-Black Racism Lens. Increase stable funding to Black community organizations providing essential services to better meet the needs and aspirations of Black Torontonians.	Toronto Public Health	<ul style="list-style-type: none"> No updates to report. 	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	<ul style="list-style-type: none"> No updates to report. 	<ul style="list-style-type: none"> No updates to report. 	No changes to report.	No updates to report.	Not started
	6.1	Outreach, recruit and hire from diverse Black communities to increase the number of permanent Black health, social and community workers.	Toronto Public Health	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Toronto Public Health has been focused almost exclusively on the response to the COVID-19 pandemic. As such, this necessitated TPH to advance the goals of CABR in the context of the COVID-19 response and vaccination campaign. Planning is underway and. Inputs are to be determined. At this stage it is believed that the activity will move forward with resources/partnership from People and Equity. 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Planning is underway within TPH with regard to this action. Indicators of success are to be determined; however, at this stage it is believed that the activity will leverage the existing Count Yourself In survey results. Through Partnership with People and Equity, TPH prioritized grass-root community applicants for admin roles within the mass immunization clinics. Black nurses were identified to be transferred from administrative staff role to pandemic response roles, specifically in TPH's COVID-19 vaccination clinics. Black-focused COVID-19 vaccine clinics were delivered in partnership with the Black Physicians' Association of Ontario and other community agencies. 	To be determined	Q4 2023	In progress

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Transformative Culture Change (continued)	6.1	Outreach, recruit and hire from diverse Black communities to increase the number of permanent Black health, social and community workers.	Toronto Employment & Social Services	<ul style="list-style-type: none"> 1. Applied an EDI and ABR lens to the Supervisor, Direct Program (SDP) and Support Assistant C (SAC) job calls. 	<ul style="list-style-type: none"> In the SDP job call: <ul style="list-style-type: none"> Hosted one targeted professional development sessions for Black staff With guidance from P&E, engaged in a diversity-first placement approach that saw the placement of applicants belonging to Indigenous, Black and other equity-seeking communities In the SAC job call: <ul style="list-style-type: none"> Worked with a Black Talent Specialist at P&E to evaluate the SAC standardized test, identify barriers to success for applicants 	<ul style="list-style-type: none"> 29 of 46 (68%) candidates from Indigenous, Black and other equity-seeking communities were successfully placed in SPD (frontline supervisory social and community worker) roles across TESS 	<ul style="list-style-type: none"> As of 2022, racialized people make up almost half (49.8%) of TESS' workforce Another SDP and SAC job call are underway and will continue into 2023 	Institutional: Increased hiring of Black and racialized candidates, and an improved hiring process that reduces barriers to recruitment and employment.		Complete

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<p>Transformative Culture Change (continued)</p>	<p>6.1</p>	<p>Outreach, recruit and hire from diverse Black communities to increase the number of permanent Black health, social and community workers.</p>	<p>Toronto Employment & Social Services (continued)</p>	<ul style="list-style-type: none"> • 2. Recruited and hired Black social and community workers through P&E-led corporate population-specific hiring initiatives at the City of Toronto. • 3. Apply the ABR analysis tool to review all stages of the job competition process (i.e., recruitment, job description, assessment, interview, references, feedback, etc.) to ensure they are accessible, fair and transparent to Black staff. • 4. Formed a staff-led divisional Black staff Network (TESS BSN) to retain Black social and community workers through the promotion of an inclusive workplace that provides 	<p>and build in accommodations to increase applicant success rate</p> <ul style="list-style-type: none"> • In Director job call: <ul style="list-style-type: none"> ○ Posted internally and externally, on LinkedIn, other social media platforms and shared with Black Torontonians (30+ member), Access, Pride at work and Black and Indigenous Professional Associations • In all job calls: <ul style="list-style-type: none"> ○ Engaged in targeted advertisement and promotion through Black-focused job boards (e.g., BIPOC Jobs) ○ Ensured diversity in panels • Participated in the following population-specific hiring initiatives, including: <ul style="list-style-type: none"> • Work-Based Learning (WBL) program, with a full-time, 5-month, paid employment opportunities open only to individuals who are receiving Ontario Works • Black Youth Career Program • Including one of the following statements to all forthcoming job calls, with more emphasis on the latter statement: <ul style="list-style-type: none"> • While all qualified applicants will be considered, lived experience as an Indigenous person, a Black person or a member of an equity-deserving group and/or those individuals who have experience working with diverse populations will be considered a strong asset. • Consideration for placement will be given to successful candidates from Indigenous, Black, and equity-deserving groups and/or individuals, who have experience working with diverse populations. • Working with the Workforce Equity team at P&E and our divisional Talent Management Specialist to review the divisional/corporate job call process to identify and address barriers to recruitment and retention of TESS staff, with a focus on Black staff. • TESS BSN hosted several events that focused on Black staff health and 	<ul style="list-style-type: none"> • 13 Black staff out of 40 staff were hired at the City as frontline, administrative and social and community workers through the WBL program for cohort 2022/2023. • 1 Black staff was hired as a frontline, administrative social and community worker to join TESS through the Black Youth Career Program in 2021. • Developing an implementation/ work plan, with guidance from the EDI unit and consultation from P&E, to support the implementation of this end-to-end job call process review. • Where appropriate, include pre-screening questions (PSQs) to future job calls where lived experience as a Black person is required for a role to target and prioritize Black applicants/candidates. • TESS BSN consists of a steering committee and 	<ul style="list-style-type: none"> • The Black staff hired through the Black Youth Career Program was offered a promotional opportunity as a Communications Representative in December 2022. • Projected short term outcomes include ensuring management consists of 50% racialized people, with an emphasis on Black people, by 2024. • Supports the retainment of Black staff hired at TESS through: 		<p>Complete</p> <p>In progress</p> <p>Complete</p>
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<p>Transformative Culture Change (continued)</p>	<p>6.1</p>	<p>Continued</p>		<p>professional development and mentorship for Black TESS staff, creates space for members to meet and share knowledge, and provides coaching and networking opportunities for Black staff at TESS to learn and grow.</p>	<p>wellness and professional development.</p> <ul style="list-style-type: none"> ● Professional development events included Professional Development Conversations – a Q&A period with Talent Management/Diversity specialists from P&E and newly placed TESS Supervisor, Direct Program (SDPs) and hiring managers ● Professional Development Unit Information Session – info sessions where the Application and Support Centre, Business Intelligence and Analysis Unit, Quality Control and Assurance and Risk Management Unit provided high-level overviews of the unit, their purpose and function within the division, staff roles and responsibilities, skills required to join the units, and advice for staff considering joining these units 	<p>general membership. The steering committee has 16 participants and TESS BSN has 112 members. The steering committee meets 1 time per month and has hosted 7 events for its members on a variety of topics, including health and wellness and professional development.</p>	<ul style="list-style-type: none"> ○ Increased professional development opportunities for Black staff. ○ More opportunities for Black staff to network, build connection and community with each other and find peer support. 			
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Transformative Culture Change (continued)	6.2	Develop and implement an outreach initiative to recruit and train diverse Black Torontonians for leadership and governance roles in health and community organizations	Social Development, Finance & Administration; and City Clerk's Office	<ul style="list-style-type: none"> Staff time Honorarium funding 	<ul style="list-style-type: none"> Provided ongoing support to administrate and advance the mandate of the Confronting Anti-Black Racism Advisory Committee (CABRAC) Coordinated meetings; identified and briefed speakers; supported member motions; and engaged relevant City division and staff as needed to present, respond and facilitate member recommendations to Council for action. Tracked motions as they moved through the City governance process to realize adoption and implementation. 	<ul style="list-style-type: none"> 3 meetings in 2022 7 virtual meetings in total 41 agenda items 24 substantive presentations 	<ul style="list-style-type: none"> The first of its kind - anywhere in Canada – in its first 8 months, the Committee developed an ambitious workplan and engaged the City's most senior leadership in its work, including the Mayor, the City Manager, the City Treasurer, the Provincial Anti-Racism Directorate, and the Federal Anti-Racism Secretariat, as well as trusted Black community leaders. The Committee provided critical feedback to shape city-wide plans, policies, and initiatives, including the City's Digital Infrastructure Plan, The Little Jamaica Initiative, The Housing TO Action Plan, and the Official Plan Review. It has pushed for strategic interventions to transform city-wide change, including support for Black-led affordable housing initiatives, convening intergovernmental tables to strengthen employment planning and health response coordination for COVID-19, and recovery for Black and Indigenous communities. The Committee also invited presentations from Black parents and families to identify important recommendations to improve targets, tracking, and reporting on Black student success and wellbeing in the Toronto District School Board. 	Institutional/ Group: The CABRAC advanced culture change through public presentations where their questions helped to increase the transparency of funding allocations to advance anti-Black racism informed budgeting. Committee discussions also highlighted the importance of having Black staff in the City Treasurer's Office to embed anti-Black racism approaches. Their interventions also raised important opportunities to better track disaggregated race-based data to effectively tell the story of delivering on the City's commitment to the UN International Decade for People of African Descent.	Q2 2022	Complete
	6.2	Develop and implement an outreach initiative to recruit and train diverse Black Torontonians for leadership and governance roles in health and community organizations.	JOINT: Toronto Public Health; and Social Development, Finance & Administration	<ul style="list-style-type: none"> Funding to support the BVET work. Staff time 	<ul style="list-style-type: none"> The Community Immunization Engagement and Mobilization Plan builds on the City's TO Supports Equity Action Plan by leveraging community expertise and partnerships to facilitate and promote vaccine uptake across Toronto. The Plan is comprehensive and considers the social determinants of health, such as race, income, food security, healthcare access, housing and disability, to drive focused equity actions for the COVID-19 vaccine rollout. Vaccine Engagement Teams are a key component of the Plan, and support populations disproportionately impacted by COVID-19. The model 	<ul style="list-style-type: none"> TAIBU is the Black VET's lead agency, responsible for contract administration and leading planning and implementation coordination. <ul style="list-style-type: none"> Centre Francophone Call Centre (July to September 2022): In partnership with the Centre Francophone of Greater Toronto, a hotline was created to promote vaccines for Francophone seniors without OHIP and other French-speakers. Callers were provided with 	<ul style="list-style-type: none"> COVID-19 has exacerbated long-standing systemic health inequities. Individuals and families living in low-income, densely populated communities, persons with disabilities, newcomers, racialized communities, and Indigenous and Black Torontonians continue to be disproportionately impacted. The City of Toronto has implemented strategies, including TO Supports and the Vaccine Engagement Teams, which respond to these inequities and support Torontonians disproportionately impacted by COVID-19. Vaccine Engagement Teams and Ambassadors provided an opportunity for community members to lead local response efforts to COVID-19. Findings from the program evaluations included Responsive and Effective Community Ambassador Training, 	Group: Community Ambassadors and Consortium Coordinators reported feeling better prepared for future employment and leadership opportunities as well as an increased sense of connection to their communities. Data showed that the Ambassadors' outreach activities were tailored to community needs and the changing health and social landscapes. The findings also show that the diverse language, culture and outreach approaches of Ambassadors contributed significantly to effective	To be determined	In progress

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Transformative Culture Change (continued)	6.2	Develop and implement an outreach initiative to recruit and train diverse Black Torontonians for leadership and governance roles in health and community organizations.	Toronto Public Health; and Social Development, Finance & Administration	<ul style="list-style-type: none"> Funding to support the BVET work. Staff time 	<p>includes both a place-based approach to support communities in 35 priority neighbourhoods including neighbourhoods with relatively high Black populations, and a population specific approach to reach groups throughout the city with shared experiences of systemic barriers.</p> <ul style="list-style-type: none"> The city-wide Black Vaccine Engagement Team was created to address the disproportionately high impacts of COVID-19 on Toronto's Black communities of African and Caribbean origin, with a focus on promoting COVID-19 vaccination. The Black Vaccine Engagement Team develops agile, population-specific, culturally responsive strategies to increase COVID-19 testing, vaccine confidence and access among Black people of African and Caribbean origins. The collaborative works closely with the Black Scientists' Task Force on Vaccine Equity and the Black Physicians Association of Ontario (BPAO) 	<p>information on COVID-19 and vaccines and were assisted with registering for vaccine appointments. The call centre received 5,522 individual calls and 1,304 appointments were booked.</p> <ul style="list-style-type: none"> Street Outreach to include Youth & East African Immigrants/Refugees (April to June 2022): In partnership with Margaret's Housing & Community Support Services, the consortium recruited a youth Ambassador in order to expand its targeted outreach efforts to engage homeless youth. The Ambassador helped broaden youth peer engagement initiatives to support East African immigrant groups with high vaccine hesitancy rates in South Etobicoke. Over 500 individuals have been engaged. Weekly Senior Wellness Meetings (April to June 2022): Belka Enrichment Centre Ambassadors hosted weekly community meetings for seniors to reduce isolation and provide resources needed to access COVID-19 vaccine clinics and promote vaccine 	Community Building, Outreach and Engagement Methods. The evaluation findings show that Community Ambassadors felt that the training opportunities and level of support they received from the City of Toronto and their respective Vaccine Engagement Teams prepared them to fulfil their roles.	trust building and increased vaccine confidence in communities.		

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Transformative Culture Change (continued)	6.2	Continued	Toronto Public Health; and Social Development, Finance & Administration			<p>confidence. The meetings were attended by 76 individuals and 19 people were assisted with booking vaccine appointments.</p> <ul style="list-style-type: none"> WhatsApp Expert Engagement Sessions (January to March 2022): Monthly information and discussions sessions were held with rotating medical experts and immunologists over WhatsApp. Targeting individuals living with HIV/AIDS and Sickle Cell disease, the sessions could be accessed from home and enabled discretion for those preferring privacy. Roughly 50 individuals attended each session. Hair Salon & Black Beauty Event Outreach (February to March 2022): Black Vaccine Engagement Team Ambassadors partnered with Black beauty events across the city to hold engagement sessions. These settings facilitated engagement with members of the Black community in a comfortable and familiar setting. Two events were held with more than 100 attendees engaged in total. 				

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Transformative Culture Change (continued)	6.2	Continued	Toronto Public Health; and Social Development, Finance & Administration			<ul style="list-style-type: none"> COVID-19 Online Information Hubs for Black Communities (Ongoing): Launched in January 2022 and addressing a gap in culturally appropriate COVID-19 vaccine information for the Black Community, online hubs have attracted approximately 6,000 visitors since inception. They are being translated into French for broader access amongst the Black Francophone population. 				
	6.3	Coordinate with funders to require the collection and public reporting of health and community service data disaggregated by race and other characteristics	Toronto Public Health	<ul style="list-style-type: none"> Funding, staff time and access to COVID-19 data. 	<ul style="list-style-type: none"> From June 2020 to December 2021, TPH implemented an approach to collect, analyze and report publicly on socio-demographic data of COVID-19 cases. Data was posted publicly on the COVID-19 Monitoring Dashboard under the equity indicator. The collection of socio-demographic data has been a critical step in understanding the impacts of COVID-19 on specific populations, including the Black population. Partnered with Toronto Metropolitan University (TMU) for a cross-sectional study of selected COVID-19 cases for a broader range of socio-demographic questions (such as immigrant status and occupational information) than was asked of most cases. The findings of this research were consistent with the case investigation findings of COVID cases that were asked more limited socio-demographic questions. 	<ul style="list-style-type: none"> Implemented an approach to collect, analyze and report publicly on socio-demographic data of COVID-19 cases: COVID Conducted a cross-sectional study of selected COVID-19 cases for a broader range of socio-demographic questions New partnership with TMU 2022 Annual Report — Being Ready: Ensuring Public Health Preparedness for Infectious Outbreaks and Pandemics (ontario.ca) 	<ul style="list-style-type: none"> TPH and partners, such as the Black Scientists' Task Force, have maintained advocacy efforts related to data collection and the development of Black Health Plan with Ontario Health. The Chief Medical Officer of Health for Ontario outlined in his 2022 Annual report on emergency preparedness that local socio-demographic data on racially and ethnically diverse populations allowed targeted testing and immunization for high-risk communities and that Black and other racialized populations used this data to advocate and implement health services. The combination of equity focused interventions closed the gap in COVID case risk for racialized populations in Toronto. TPH presented this health impact at the Board of Health in April 2022. 	Institutional: Disaggregated race-based data is now regularly collected by TPH to support planning and coordination of public health responses and initiatives.	Ongoing	In progress

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Transformative Culture Change (continued)	6.4	Coordinate with funders to invest in community capacity to comply with the collection of data disaggregated by race.	Toronto Public Health	No inputs	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	To be determined	To be determined	To be determined	To be determined	Not started
	11.1	Outreach to, recruit and hire diverse Black people to increase the number of Black employees at the City of Toronto.	<p>Social Development, Finance & Administrative</p> <p>Youth Development Unit</p>	<ul style="list-style-type: none"> Staff support \$73.6K to support alumni pathways and program sustainability. \$40K to support participant's paid contracts. 	<ul style="list-style-type: none"> Support participation of Black youth in Artworks TO, a workforce development project for young media artists identifying as IBPOC and/or 2SLGBTQ+, delivered in partnership with the Toronto Arts Foundation – Neighbourhood Arts Network, OCAD U, and the Remix Project, through strategic partnerships with outreach partners and representation on our program advisory. Improve alumni pathways for participants through implementing recommendations developed in 2021. Provided project management support to deliver the program, including development of a sustainability plan and implementation of alumni pathways. 	<ul style="list-style-type: none"> Developed a sustainability plan Designed alumni pathways work plan Contracted alumni 35 participants completed cohort 2 	<ul style="list-style-type: none"> Increased opportunities for ArtWorksTO alumni, including access to internships at Warner music and DGC-O and paid contracts with the City of Toronto and Smart Simple. Increased employability in the media arts sector of program participants. 	<p>Individual/ Institutional/ Community:</p> <p>There are benefits to program participants, as well as institutional impacts that has resulted in greater representation in program communications materials for participating partners (including the City of Toronto, OCAD University, and the Toronto Arts Foundation). The work has also led to enhanced networks and pathways in and out of media arts programs.</p>	Ongoing	In progress
				<ul style="list-style-type: none"> \$37,402.21 towards staff costs for Black Youth Fellowships 	<ul style="list-style-type: none"> 2. Implement the Black Youth Fellowship program as Cohort 1 of the City's Diversity Youth Fellowship program. The program includes 4 main components: four main components: Hands-on experience through placements in Council Member office; training opportunities (e.g., interview skills); Formal mentorship; 	<ul style="list-style-type: none"> 9 participants completed fellowships with 8 Councillors and the Mayor's office 	<ul style="list-style-type: none"> Youth Fellows gained the experiences and skills they need for future employment, while the City of Toronto built new avenues to include some of Toronto's most underrepresented communities in local governance. 	<p>Individual/Institutional:</p> <p>Participants experience Increased skills and expanded networks. There is also Improved understanding of anti-racism, equity, diversity and inclusion among City Councillors and staff in the Mayor's office.</p>	Q4 2024 (with potential to continue)	In progress

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Transformative Culture Change (continued)	11.1	Continued			<ul style="list-style-type: none"> and continuous supports (e.g., career navigation) Provide project management support to implement the program in partnership with City Clerk's and the Urban Alliance on Race Relations 					
	11.1	Outreach to recruit and hire diverse Black people to increase the number of Black employees at the City of Toronto.	Toronto Public Health	No inputs	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	To be determined	To be determined	To be determined	To be determined	Not started
	11.1	Outreach to recruit and hire diverse Black people to increase the number of Black employees at the City of Toronto.	People & Equity	<ul style="list-style-type: none"> P&E staff resources and time 	<ul style="list-style-type: none"> Review City Hiring policies and practises Reviewed and enhanced existing City hiring process to revise internal City hiring practices Delivered professional development workshops: Networking, resume, goal setting workshops Delivered networking Workshop Delivered City of Toronto Information Sessions Delivered information sessions for participants and alumni of City advisory groups Developed a communication plan to target communities and residents that are distant from the labour market Development of communication materials Implemented the Strategic Recruitment Diversity and Inclusion Action Plan 	<ul style="list-style-type: none"> Met with Solid Waste Management Services Recruiting Managers and Divisional Recruiter to present hiring strategy Completed two professional development workshops on resume building for Black Staff Delivered five professional development workshops Delivered three networking workshops: CNIB, SSHA Black Staff Mentorship program and BSN Completed one Diversity & Inclusion information sessions: George Brown College Completed one HRBP info session (mixed) with 29 staff attendees 	<ul style="list-style-type: none"> Enhanced equitable outcomes for large recruitment initiatives at Solid Waste Management Services and applied a diversity lens to support the attraction and hiring of Talents from Black and other equity deserving groups Enhanced awareness and skills to activate and implement Branding, Networking, & Transitioning to leadership workshops Improve run of show for networking panel discussion Created enhanced survey on check market to support the intake of inclusive recruitment and social media requests Increased collaboration with Firefighters volunteering (email/chat) Sending invites to candidates increased collaboration with Toronto Fire, facilitated the Connecting the Dots event with and completed feedback via survey. 	<p>Individual, Group, Institutional: The changes observe through improved Hiring Policies and practises as well as professional development activities are at multiple scales. At an individual level there was an increase in the visibility and hiring of Black talent through targeted candidate profiling to Recruitment Managers and Divisional Recruiters and exposure through networking events. At the group level the delivery of developmental workshops was facilitated by increased Black staff advancing in their careers through events, such as, SSHA's Black Staff Mentorship program and Black Staff Network (BSN) events. At the Institutional level external talent gained exposure to Toronto Public Service values and culture and Internal</p>	Q4 2022 Ongoing	Complete

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Transformative Culture Change (continued)	11.1	Continued			<ul style="list-style-type: none"> Developed and conducted Recruitment Intake Surveys Delivered Connecting the Dots Sessions In progress: Deliver information sessions for participants and alumni of City advisory groups and In progress: Implement the Strategic Recruitment Diversity and Inclusion Action Plan 	<ul style="list-style-type: none"> Completed seven Interview preparation Sessions for equity deserving groups that have been invited to the interview process Hosted connecting the dots for various equity deserving groups that include Black, Women, Visible Minorities and Indigenous. 		workforce gained exposure and access to various employment opportunities across the Corporation. This included participation in information sessions, which increased job promotion and retention.		
	11.	Outreach to, recruit and hire diverse Black people to increase the number of Black employees at the City of Toronto.	Toronto Transit Commission Talent Management	<ul style="list-style-type: none"> Community Partners and TDSB schools 	<ul style="list-style-type: none"> Host recruitment outreach events to promote specific vacancies (i.e., information sessions, job fairs and workforce development sessions). Continue initiatives in collaboration with community partners and schools to engage under-represented talent. Continue to update TTC website to promote diversity and culture priorities and outreach calendar. Continue outreach to Black communities for TTC Connects events. Continue to develop internal and external partnerships for hiring initiatives and collaborating to create workforce development plans for Black and equity-seeking job seekers. At the end of 2022, the TTC had approximately 68 community partners which include Tropicana, Toronto Community Benefits, Building Up, Toronto Employment and Social Services. Implement a talent acquisition intelligence system to help screen and shortlist new applications with an equity, diversity and inclusion lens. 	<ul style="list-style-type: none"> An increase in skilled applicants to TTC jobs. 	<ul style="list-style-type: none"> Public awareness about specific job opportunities and how to apply. 	Institutional & Group: An increase in intentional hiring that embeds a diversity lens and prioritizes equity-deserving groups.	Q4 2023	In progress

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Transformative Culture Change (continued)	11.2	within organizations		<ul style="list-style-type: none"> Outreaching to community groups 	Accessibility Consultant, Indigenous Consultant and Policy Consultant <ul style="list-style-type: none"> Prioritizing people with lived experience. Developing a summer student job opportunities program. Conduct community outreach and event tabling. 					
	11.3	Include socio-demographics, including race and gender identity, as part of the City's Count Yourself In employee survey.	Toronto Public Library	<ul style="list-style-type: none"> Staff engagement survey Diversity survey Factors assessed are career growth, direct manager, enablement, engagement index, goals and alignment, job satisfaction, learning and development, psychological wellness, senior leadership, team and collaboration, trust and safety, and diversity, equity and inclusion. 	<ul style="list-style-type: none"> Conduct staff engagement survey to obtain related data to better support Black Library Staff and identify areas for training, hiring, retention and general human resource planning. Staff survey conducted in Q2, 2022. Analysis and communication of results are underway including socio-demographic results and disaggregated race-based data. 	<ul style="list-style-type: none"> 1,400+ TPL staff completed the survey, including increased information on TPL's Black-identifying staff A systematic review and analysis of feedback related to workplace culture, harassment and discrimination to assess opportunities to improve the experience of Black and racialized staff. 	<ul style="list-style-type: none"> Preliminary review of disaggregated race-based data from Black identified staff is underway. Black staff had the most favourable responses overall with one exception. Black staff rated the diversity, equity, and inclusion factor 10% lower than TPL's average. 	Group and institutional: Feedback on Black staff experiences in the workplace will help shift and transform group dynamics at the team and divisional level, and organizationally. Key findings and feedback will inform TPL's Workplace Equity and Inclusion Strategy.	Q4 2023	In progress
	11.3	Include socio-demographics, including race and gender identity, as part of the City's Count Yourself In employee survey.	People & Equity	<ul style="list-style-type: none"> Staff resources and time 	<ul style="list-style-type: none"> Update the City's Count Yourself In employee survey to capture race and gender identity data. Articulate a value proposition for employees and leaders on the importance of the CYI survey. Create communications plan to encourage new and existing employees to complete the survey. 	<ul style="list-style-type: none"> Collection of socio-Demographic data Promotion of the survey to new employees during New Employee Orientation Ran a campaign during TPS week to drive participation rates for existing employees Provide annual reports to decision makers on survey completion rates 	<ul style="list-style-type: none"> 57 %percent Count Yourself In completion rate as of December 31, 2022. Increased awareness of gaps in completion rates of survey. Creation of snapshot reports of employee representation at an enterprise and divisional level. The Count Yourself In Survey is an ongoing survey meant to be updated with demographic data for new employees and existing ones who have not completed it yet. We are working to have the CYI data be an input for future workforce. 	Group/ Institutional/ Community: The changes observed through updating of the City's Count Yourself In employee survey capture race and gender identity data that highlights socio-demographic information which can provide insight about the progress and continued gaps in representation of Black staff as well as support more informed decision-making.	Q4 2022 Ongoing	In progress

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CABR Year 4	Rec #	Year 4 Key Deliverables	Lead Unit/Team	Inputs	Activities (actions to do/achieve outcomes)	Outputs	Short-term Outcomes	UBUNTU Level of Change (e.g., Individual, Group, Institutional, Community/Society)	Targeted Completion (e.g., Q4 2022)	Status Update (e.g., complete, in progress, planning underway, not started, revised)
Transformative Culture Change (continued)	11.3	Continued				and diverse employee representations- at enterprise and division level	planning initiatives related to talent attraction and development.	At an institutional level the results of the survey impact workforce equity decision making. In addition, to highlighting gaps, the survey can help us uncover opportunities to attract diverse talent and develop existing employees who may have been overlooked for career advancement. At a community level, this increase economic participation of the Black community.		
	1	Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	People & Equity	<ul style="list-style-type: none"> P&E staff resources and time 	<ul style="list-style-type: none"> City Internship programs <ul style="list-style-type: none"> Relaunch of the Black Youth Development Program, with a focus on Black Queer, Trans, and People with Disabilities. City of Toronto Information Sessions <ul style="list-style-type: none"> Delivered City of Toronto Info session to Somali Youth Group Delivered Diversity and Inclusion Info session George Brown College Black Youth Career Development Program wrap up on December 27, 2022. 	<ul style="list-style-type: none"> Black Youth Career Development Program - 13 youth placed in Administrative Trainee roles across 13 divisions Completed 3 bi-weekly check-in for Black Youth, 7 one-on-one resume reviews with Black youth, and goal setting workshop Completed one City of Toronto information sessions: Somali group 20 attendees Facilitated networking events across Toronto Public Service to connect Youth with City Staff. 	<ul style="list-style-type: none"> Enhanced capacity to support Black youth to build their professional experience. Increased employment opportunities for youth by facilitated networking events across Toronto Public Service to connect Youth with City Staff. 	<p>Individual, Group, Institutional, Community:</p> <p>The changes observed through the relaunch of the Black Youth Career Development program created an opportunity at an individual and group level for Black queer, trans, and people living with disabilities, to gain meaningful employment experiences with the City of Toronto, an opportunity that may not have been afforded to them when competing with the larger talent pool.</p> <p>At an Institutional and community level, having these internship opportunities and information sessions out in the community, demonstrates the City's commitment to the economic wellbeing of the underserved Black communities. These initiatives result in the increase of employment applications to the City of Toronto from these groups.</p>	Q4 2022	Complete

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Transformative Culture Change (continued)	11.4	Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	Toronto Public Health	No inputs	<ul style="list-style-type: none"> In 2022, Toronto Public Health continued to respond to the COVID-19 pandemic, with staff re-allocated to support this effort. Accordingly, TPH work to support a number of City actions remained paused. In response to COVID-19, TPH worked with partners, including SDFA to tailor its COVID-19 response efforts to the unique experiences and needs of equity-deserving groups, including Black Torontonians. 	To be determined	To be determined	To be determined	To be determined	Not started
	11.4	Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	Toronto Public Library	To be determined.	<ul style="list-style-type: none"> On May 3, 2023, the HR division will be taking the 8 hour course in person. Conduct Employment Systems Review of recruitment, onboarding and other HR processes and programs through ABR lens. On June 1, during an all-day HR planning and team building meeting, HR managers will lead their respective teams through a one hour discussion on action plans to integrate the learnings of the training using the Anti-Black Racism Analysis tool. Employment Systems Review, a comprehensive review of an organization's policies and practices to identify systemic and attitudinal barriers to employment opportunities for equity-deserving groups is deferred pending analysis of results from 2022 staff survey. The recruitment team has identified the following actions that can be undertaken to advance this action: <ul style="list-style-type: none"> TPL currently does not have an internship program and will be defining an internship program which may exclusively be for Indigenous, Black and equity-deserving people. 	To be determined	To be determined	Institutional: Building intentional systems and agency capacity to understand anti-Black racism will help to deliver the improved spaces and greater access to opportunities in TPL facilities and programs, as envisioned in the activities planned for TPL's delivery of Action 20.2.	To be determined	Planning underway

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Transformative Culture Change (continued)	11.4	Continued			HR will explore funding needs and the steps needed to have an internship program available for specific groups <ul style="list-style-type: none"> HR will start by building relationships with Black organizations and networking groups later in 2023. HR is leading a process to integrate a new Applicant Tracking System (ATS) in 2023 which will include socio-demographic questions. 					
	11.4	Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	Toronto Community Housing	<ul style="list-style-type: none"> Identify all current professional development opportunities for the TCHC Interns 	<ul style="list-style-type: none"> Facilitate a discussion with Black Staff Caucus, the Centre for Advancing the Interests of Black People, Programs and Partnerships, and Talent Acquisition to explore ways to enhance the professional development opportunities for the TCHC Internship Program 	<ul style="list-style-type: none"> Quarterly meetings begun in 2022 between TCHC's Black Staff Caucus, the Centre for Advancing the Interests of Black People, Programs and Partnerships, and Talent Acquisition to create multiple pipelines (internally within TCHC and externally leveraging program partners) to provide development opportunities to Black youth 	<ul style="list-style-type: none"> Enhancement in TCHC's pre-existing internship program and external partnerships 	Institutional: A strategic review of all opportunities to better support professional development opportunities for Black staff has made staff more aware of strategic opportunities to invest in their growth and improve economic and professional development outcomes.	Q1 2023	In progress
	19	Increase opportunities for Black Torontonians to participate in City decision making.	City Clerk's Office	<ul style="list-style-type: none"> Community engagement Research, community engagement. 	<ul style="list-style-type: none"> 1. Elections Services used their Elections Outreach Network in the run-up to the fall 2022 election to connect with equity-deserving groups to share information about the municipal election. 2. Prepared a calendar of dates that acknowledge and recognize dates of significance for the Black Community. Work with City Staff and members of Council to ensure that days of significance are recognized and supported. 	<ul style="list-style-type: none"> Meetings of the network Flag raisings, proclamations, and days of significance celebrations and commemorations i.e., Emancipation Month, Black Mental Health Week, 10th anniversary of the Danzig tragedy and the Stronger TOgether program. 	<ul style="list-style-type: none"> Greater voter engagement and knowledge about municipal government. Greater engagement with the community from the City Clerk's Office. Greater recognition of equity deserving groups. 	Community/Society/ Institutional/ Organizational: Outreach aimed to inform more residents about the general election and increase civic engagement. Part of the organizational change relates to being more intentional about community engagement and education with some targeted work with equity deserving groups.	Q4 2022 Q4 2023	Complete Planning underway

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Transformative Culture Change (continued)	19.1	Outreach, recruit and appoint diverse people of African descent to City agencies, boards and commissions.	City Clerk's Office Secretariat staff and Public Appointments Team	<ul style="list-style-type: none"> Research, staff engagement, external vendor The work done by this vendor including strategic planning, consultations, & design work cost \$80k. Staff met many times with the vendor and staff also consulted with internal partners from CABR, P&E, and others to seek their input. 	<ul style="list-style-type: none"> Rebrand of the design concepts for Public Appointments <ul style="list-style-type: none"> Public Appointments retained an external vendor to review the slogan, images, graphics, and outreach messaging for the public appointments, which was previously built around the motto "Serve Your City." Many meetings were held with the vendor as well as with program leads from CABR, IAO, P&E, Strat Comm, etc. 	<ul style="list-style-type: none"> A new motto, "Shape Your City", which removes the notion of servitude and replaces it with engagement, as well as new images and graphics, and outreach techniques. This branding now exists on our website, social media, in all our ads, outreach and engagement materials. 	<ul style="list-style-type: none"> Greater resonance with Black Torontonians now that the colonial/hierarchical notion of service has been replaced. A fresh look and feel to better engage with a wider range of ages and lived experiences. 	Institutional/Organizational, Group/Interpersonal, Personal/individual: The re-brand project addresses change in multiple directions, including how the City engages with the public, how the public sees themselves in City outreach, how the City Clerk's Office, as a team, talk about and decolonize our work, and how we better reflect Toronto's diverse communities, including Black Torontonians.	Q4 2022	Complete
	19.2	Outreach, recruit and appoint diverse people of African descent to program-level advisories in City divisions.	Toronto Transit Commission Racial Equity Office	To be determined.	<ul style="list-style-type: none"> Recruitment of the full time Racial Equity Community Engagement Consultant complete. This role leads and support the formation of a customer-focused racial equity advisory committee. 	<ul style="list-style-type: none"> To be determined. 	<ul style="list-style-type: none"> To be determined. 	To be determined.	To be determined.	Complete
	19.3	Engage City staff of African descent to provide guidance and leadership to the full implementation of the Toronto Action Plan to Confront Anti-Black Racism.	Toronto Transit Commission	To be determined.	<ul style="list-style-type: none"> Continue learning from knowledge sharing opportunities and best practices to develop a sustainable feedback process for the TTC. Racial Equity Office and Diversity Department Collaborating with COMTO on upcoming Black History Month Initiatives and planning. Work with the TTC Corporate Communications and Marketing and Customer Experience teams to develop a communications and marketing strategy that launches during Black History Month and 	<ul style="list-style-type: none"> Recruitment of the full time Racial Equity Community Engagement Consultant complete, This role leads and supports the formation of a customer-focused racial equity advisory committee. 	<ul style="list-style-type: none"> Building new relationships with Community partners and vendors (artists/ curators/ cultural programs and centres) 	Individual, Community Institutional, Group: Black History Month initiatives and planning involved multiple TTC departments and community stakeholders. While the campaign was coordinated by the Racial Equity Office, Corporate Communications supported the customer-facing components, which featured the work of Black artists on the "Moving Legacies" project, which highlighted the contributions	Q4 2023 Ongoing	Planning underway

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Transformative Culture Change (continued)	19.3	Continued			support awareness throughout the year.			of Black Ontarians since the inception of the Province.		
	19.4	Apply an Anti-Black Racism Lens to City's complaint processes.	<p>JOINT</p> <p>Deputy City Manager's Office; City Clerk's Office; People & Equity; Social Development, Finance & Administration; and The City Manager's Office.</p> <p>JOINT</p> <p>Deputy City Manager's Office; City Clerk's Office; People & Equity; Social Development, Finance & Administration; and The City Manager's Office</p>	<ul style="list-style-type: none"> 1. Draft Corporate Standards: <ul style="list-style-type: none"> There are resources dedicated to the project from across Corporate Services: 311, Customer experience transformation & Innovation (CXi), Digital Government Modernization (TSD) & Strategic Policy & Planning. The project will need input & feedback from many divisional stakeholders from across the City, as well as the Ombudsman's Office. There will be capital dollars needed for systems implementation. 2. Develop an interactive tool on the City website to assist users in determining the type of complaint users may wish to 	<p>Activities include, but are not limited to:</p> <ul style="list-style-type: none"> Jurisdictional scan (best practices scan) (completed) Preliminary Customer Engagements to understand the unique experiences of Black communities in accessing the City's complaints process (completed) Draft standards (in-progress) Feedback & review with key City leadership & Ombudsman's office (in-progress & ongoing) Divisional engagements to validate standards (in-progress) Pilot with 311 & their integrated service divisions (including the CMO) (upcoming in 2023) Co-design workshops with customers Implementation roadmap for the rest of the organization <p>Develop an interactive tool on the City website to assist users in determining the type of complaint users may wish to</p>	<ul style="list-style-type: none"> New corporate standard for complaints at the City. A centralized process for filing complaints through 311's main channels: online & phone. A new system to track complaints through their lifecycle & to support city-wide reporting on complaints. <p>Users can self-determine appropriate processes with greater ease, should they wish to make a complaint about their experiences with a City of Toronto</p>	<ul style="list-style-type: none"> Establishment of a cross divisional team to review and revise the City's complaints standards and processes, as well as to build a roadmap for implementation of recommendations across all City Divisions. The team has completed a jurisdictional and best practice scan, as well as completing preliminary customer research, hearing directly from Black communities about challenges, experiences and their wishes with the City's complaints process. A major outcome from the public engagement was the identification of barriers in the current complaints processes at the City, as well as an understanding of the unique experiences of Black customers in accessing the process. The team is currently doing a first iteration of the City's complaints standards based on their findings & building an engagement plan to validate with Divisional stakeholders from across the City. <p>Reduction in barriers to complaints processes</p>	<p>Institutional: This work has identified opportunities to strengthen the City's processes to improve its service, and engagement of equity-deserving groups.</p> <p>See impact level outlined above.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>In progress</p> <p>In progress</p>

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Transformative Culture Change (continued)	19.4	Apply an Anti-Black Racism Lens to City's complaint processes (continued).		make about their experience with a City of Toronto adjudicative board or tribunal.		adjudicative board or tribunal.				
	19.4	Apply an Anti-Black Racism Lens to City's complaint processes.	Toronto Transit Commission	To be determined.	<ul style="list-style-type: none"> Applied this recommendation to the TTC service complaints process. Review and revise the City's complaint processes to ensure that anti-Black racism is addressed at all phases and is aligned with related TTC instruments, policies and regulations. Continue to administer and operationalize the new Fare Inspector & Special Constable Complaints (FISCC) Office Public Complaints procedures throughout 2023 and beyond. 	To be determined.	To be determined.	To be determined.	Q4 2023	Planning underway
	19.5	Advertise the City's complaint processes in communities of African descent	Toronto Transit Commission	To be determined.	<ul style="list-style-type: none"> Continue to update communications on new FISCC Office Public Complaints Webpage where more information can be found, including how to make a complaint. The FISCC Office is noted in the Corporate Communications regarding the resumption of ticketing that will be going out to various community organizations, effective March 27, 2023. 	To be determined.	To be determined.	To be determined.	Q4 2023	Planning underway

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Transformative Culture Change (continued)	19.5	Advertise the City's complaint processes in communities of African descent.	Deputy City Manager's Office	<ul style="list-style-type: none"> The first major input for this work is the report and findings from user-experience research that was conducted in 2020, to understand the public's experiences with the City's complaints process, with a focus on perspectives from Black communities across Toronto. Other inputs include funding & support from the ArtworksTO program, run through SDFA, to procure BIPOC youth content creators to create a social media-based advertising campaign that will raise awareness of the City's complaints process with Black youth across Toronto. 	<p>Customer research to understand how best to advertise to Black communities across Toronto about complaints.</p> <ul style="list-style-type: none"> Submission of a proposal to ArtWorksTO Procure Creative Team Creative team to design advertising campaign for feedback from the City Seek feedback & approval from relevant stakeholders Production Launch Campaign (2023) 	<ul style="list-style-type: none"> The final outputs will include 3 short videos for 2 posters and a series of tweets and hashtags that can be used for the social media campaign. Indicators of success include launching the campaign, campaign reach, and engagement with the campaign. 	<ul style="list-style-type: none"> The creative team has created a concept & mock-ups of the ad campaign that have been edited and approved by strategic communications, 311, SDFA and the DCMO, CS. The creative team will be moving into production in December, with hopes to wrap up production by Q1 2023. 	To be determined.	Q1 2023	In progress

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Transformative Culture Change (continued)	22.1	Repeat and expand the public education campaign on Anti-Black Racism.	Toronto Transit Commission Racial Equity Office & Diversity Department	<ul style="list-style-type: none"> Contract with 8 Black artists Curator and Artist management contract with Astro Sankofa Arts Initiatives Contract with Blackhurst Cultural Centre Contract with Stolen From Africa 	<ul style="list-style-type: none"> Collaborate with TTC's Corporate Communications team, and external partners for Black History Month: <ul style="list-style-type: none"> Featuring Black Artists from Toronto; and TTC to feature Black employees 	<ul style="list-style-type: none"> Public Art/Education campaign on historical Black figures relevant to Ontario \. Two bus tours that highlighted the impact of Black history in Toronto. Black History Month figure posters, bus wraps, vehicle posters, social media posts, custom bus tour. 	<ul style="list-style-type: none"> Public education/awareness about Black Canadian/ Ontarian contributions. High school student engagement in experiential learning through the bus tours. 	Community/ Society: This work has contributed to the increased awareness about the contributions of Black Canadians.	Q1 2023	Complete
Recognition and Placemaking Recognize, reimagine, and re-invest in neighbourhoods and public spaces to create safe and accessible public and virtual spaces for diverse Black communities. Celebrate and preserve Black culture, assets	7.1	Improve recreation spaces in neighbourhoods with high proportions of Black residents.	Parks Forestry & Recreation	<ul style="list-style-type: none"> The Parks, Forestry and Recreation Reference Guide Checklist 	<ul style="list-style-type: none"> 1. In 2021, Parks, Forestry and Recreation's Community Recreation Branch developed a reference guide to act as a support tool for inclusive space and new builds for equity deserving groups. The guide describes how youth and community members should be co-designers and collaborators on the design and renovation process. <ul style="list-style-type: none"> In 2022, the Parks, Forestry and Recreation Community Development and Youth Unit provided presentations to various Branches within the Division and shared the reference guide. This included the Parks, Development and Capital Projects (PDCP), Community Engagement Unit. 	<ul style="list-style-type: none"> Provide relevant PFR staff with a reference guide and checklist with tools to support the improvement of recreation spaces in neighbourhoods with high proportions of Black residents. 	<ul style="list-style-type: none"> Created a checklist of the new recreation centres and State of Good Repairs that Black residents identified will impact local communities and tools for how to best engage, inform and consult Black communities throughout the life cycle of these projects. 	Institutional/ Organizational: The development of new tools will support staff to standardize equity processes in their day-to-day work.	Ongoing	In progress
					<ul style="list-style-type: none"> 2. In the process of developing the Centennial Park Master Plan update, allegations of anti-Black racism perpetrated by bylaw officers at Centennial Park came to light. As a response, PFR felt it was important to create a space for a conversation with Black residents about how to make Centennial Park more inclusive to 	<ul style="list-style-type: none"> In 2021, implementation of Phase 1 of the Parks, Forestry and Recreation Centennial Park Master Plan began. The Master Plan outlines strategies that will be implemented over the course of 20 years in the park. The result of input from 	<ul style="list-style-type: none"> In 2021, Parks, Forestry and Recreation received recommendations from the BCAC and were given directly to the architect team to be included in the master plan. This includes opportunities for cultural programming spaces and hubs. Additionally, insights from the process informed some of PFRs other engagement tools and processes. Recently for two parks close to Moss Park, a Black Communities 	Interpersonal/ Individual & Group/ Interpersonal & Institutional/ Organizational & Community/ Society: Engagement of Black residents to inform local Park's assets transforms the master planning process and embeds Black community leadership at the centre.	Ongoing	In progress

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and heritage to strengthen Black representation and leadership in local decision making, and to foster deeper connections between Black families, children, residents and the places where they live.	7.1	Continued	Parks Forestry & Recreation		Black communities. The Centennial Park Master Plan Update presents an opportunity for incorporating ideas from Black communities into the master plan. In recognition of the systemic anti-Black racism and barriers faced by Black communities when accessing parks, the Black Community Accountability Circle (BCAC) sought to address historic inequities faced by Black communities, identify immediate needs, identify targets, and remove barriers to ensure members of the Black community are able to have equitable access to City parks and facilities. The Centennial Park BCAC addressed issues specific to Centennial Park, however applicability of lessons learned to other initiatives and spaces was considered, and another BCAC has been formed.	the BCAC will support the reimagining and re-investment in neighbourhoods and public spaces to create safe and accessible public and virtual spaces for diverse Black communities.	Advisory Group has been formed at the beginning of the project to inform the design.	This is important, especially in neighbourhood improvement areas to ensure improved access and benefits from infrastructure planning activities.		
	7.1	Improve recreation spaces in neighbourhoods with high proportions of residents of African descent	Social Development, Finance & Administration	<ul style="list-style-type: none"> \$ 20k in partnership funding. 	<ul style="list-style-type: none"> Black Urbanism Toronto (BUTO) worked with the CABR Unit to continue to engage Black residents and businesses in the Business Improvement Areas and Black businesses in the Little Jamaica area. This partnership will aim to specifically advance the development of a commercial community land trust model for the area. Through this partnership, BUTO will also provide expert consultation and engagement support to Growing in Place partners in the Jane and Finch, Lawrence Heights, and Mount Dennis 	<ul style="list-style-type: none"> Delivered 1 community engagement survey with over 50 respondents from Little Jamaica Hosted 3 community workshops to report back on community survey findings and 1 cross-neighborhoods workshop to share lessons learned from Little Jamaica community engagements related to food sovereignty, economic development, and affordable housing and 	<ul style="list-style-type: none"> Extended partnership over two years to increase community impact (from Year 3 to Year 4) Cross neighbourhood collaboration. Education and introduction to the concept of CLT and community investment strategies for Black residents in Little Jamaica and other neighbourhoods. 	Group/interpersonal: Through the community workshops and survey, BUTO and Keele-Eglinton Residents were able to frame the conversation around the systems that create adverse impacts on Black communities broadly. This approach enabled community members to see past ethnic divisions, which far too often distract from community building and cultivating the level of trust necessary to establish and manage something like community land trusts (CLTs). Through the resident-	Q1 2023	Complete

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Recognition and Placemaking (continued)	7.1	Continued			communities to advance similar outcomes.	community land trusts (CLTs) <ul style="list-style-type: none"> Created 3 resident-led committees to lead strategic direction for food sovereignty initiative, economic development, and affordable housing in relation to CLTs 10-14 meetings held Partnership developed with Keele and Eglinton residents' group to collaborate on community engagements and survey Presented to CABRAC 		led committees, BUTO hopes to deepen trust and community building as a precursor to establishing the CLT board, which the initial membership can be derived.		
Recognition and Placemaking (continued)	7.2	Regularly engage with diverse Black Torontonians on how to expand and improve recreational programming and facilities.	Parks Forestry & Recreation	<ul style="list-style-type: none"> The establishment of a Black Community Accountability Circle (BCAG) between Parks, Forestry and Recreation and members of Black communities for the design of two new parks in the Moss Park area of Toronto. 	<ul style="list-style-type: none"> In 2022 Parks, Forestry and Recreation established a Black Community Advisory Group (BCAG) to act as an advisory body at key decision points during the park design process to ensure the perspective and needs of Black community members are reflected in the park design. The BCAG will review, deliberate, and discuss key project elements for the design of two new parks in the Moss Park area. 	<ul style="list-style-type: none"> In 2022, PFR hosted three, two-hour virtual BCAG meetings and continues to support designing accessible public spaces for diverse Black communities that celebrate and preserve both Black culture and Indigenous Cultures assets and heritage. 	<ul style="list-style-type: none"> Community feedback was used to inform the development of a vision for both Parks. Meetings with local Black communities formed the Black Community Advisory Group, as well as prompting discussions with Urban Indigenous communities and youth and online surveys popup consultation events. 	Interpersonal/ Individual & Group/ Interpersonal & Institutional/ Organizational & Community/ Society: Individual BCAG members were positively impacted as individuals, using their lived experience to create community impact through having a more inclusively designed park space. This model of Community Advisory Groups for City Parks' planning processes demonstrates a best practice to strengthen recreational planning in Parks and Recreation.	Ongoing (2024 - 2026)	In progress

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Recognition and Placemaking (continued)	20.1	Leverage City spaces to create a Black community hub in partnership with Black service providers.	<p>Economic Development & Culture</p> <p>Todmorden Mills, The Market Gallery</p>	<ul style="list-style-type: none"> Staffing support, agreements, partnership (Interpersonal column) 	<ul style="list-style-type: none"> 1. Delivery in partnership of the She-Rites Transformation Project at Todmorden Mills hybrid model and Market Gallery in person. Eight-week program with 10 - 12 participants in each cohort 	<ul style="list-style-type: none"> Personal action plan put into place to realize goals and dreams. Enhanced understanding of how to advance life goals. Increased networks and accountability via the program. Increased confidence and affirmation of the value and personal and community contribution 	<ul style="list-style-type: none"> Community engagement. Relationship development. Skills enhancement. Clarify personal vision. The Todmorden Hills cohort graduation will take place in April 2023. Clarify work / dream / health / relationship / finance / life balance to support a holistic approach to personal wellness and success. The Market Gallery cohort graduation will take place in November 2023 Oct/Nov 2023 and 7th cohort in planning and building upon the learnings of all previous cohorts. Outreach will include CABR as in past outreach. 	<p>Group: Todmorden Mills and Toronto History Museums created welcoming spaces participants to tell their stories and see themselves.</p>	Q2 2023	Complete
			<p>Fort York National Historic Site & Toronto History Museum (Awakenings)</p>	<ul style="list-style-type: none"> Staffing, space, equipment, marketing/ advertising, books. 	<ul style="list-style-type: none"> 2. Welcomed and partnered with the Ontario Black History Society (OBHS), Roger Mooking and Remember the 400 to host a special Emancipation Day public program on Monday August 1st in conjunction with the new "Read-In" THM Awakenings program launch. Provided space and support for the OBHS and their associated partners to tell stories and projects related to 	<p>Welcomed over 500 visitors to the site throughout the day.</p> <ul style="list-style-type: none"> Participants engaged in numerous program components delivered by members of Black Canadian communities. 	<p>:</p>	Q4 2022	Complete	

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Recognition and Placemaking (continued)	20.1	Leverage City spaces to create a Black community hub in partnership with Black service providers.	Economic Development and Culture Toronto History Museum Awakenings & Spadina Museum	Providing space, procurement of black artists, production and staffing support.	<p>advancing Black-Canadian stories, history and narratives.</p> <ul style="list-style-type: none"> Gave away free copies of "Emancipation Day" book to the first 100 visitors to the site on the day. 3. Delivered in partnership with Artist Gordon Shadrach Dis/Mantle Exhibition that included and highlighted over 9 other Black artist's work. Delivered an in person opening with estimated 1,800 people in attendance at Spadina Museum that included performances from 416RISE community organization, Nikki Lawrence, Odario and Roger Mooking. 	<ul style="list-style-type: none"> Welcomed over 9,000 visitors who have visited the exhibit to date. This partnership promotes representation in a space where black people are normally unrepresented. Attendees gained knowledge of freedom seeker Ms. Louis Pipkin and gained insight on how others communicated, lived and travelled when seeking freedom from slavery. 	<ul style="list-style-type: none"> Increased awareness 	Group/Interpersonal: Enhanced engagement between the City/ THM and Black-lead businesses and organizations.	Q2 2023	In progress
			Economic Development and Culture Fort York National Historic Site & THM Awakenings	Provided space, marketing, production, staffing, procurement, equipment, and supplies.	<ul style="list-style-type: none"> 4. Partnered with July Black's 100 Sexy and Strong empowerment series that included Word to Right that focused on Black women and wellness through step aerobics and a one-hour reflection writing exercise with She Writes graduates called Word to Write. 5. Partnership with Hank Willis Thomas and Kindred Arts to address anti-Black racism and address anti-Black racism through public art intervention. Contributing soundscape, films featuring Sol Guy Mustafa and local Black community in Toronto - and performance by Toronto Region's Park by Mustafa along with meditation 	<ul style="list-style-type: none"> Attendees can recognize current underrepresented historic black people in Toronto that have contributed to the community in an impactful way. Program ends May 29, 2023 Community building where this partnership can assist building a community who share similar goals and interests and create a supportive environment for participants. Program ends September 18, 2022. 	<ul style="list-style-type: none"> Community engagement, relationship development with black vendors and the black artist community, Animate historic site with a new and inclusive narrative. Connected attendees with their bodies that boost self-confidence and self-worth. Participated in an act of self-discovery through writing one's own truth. Exercise has been shown to improve mental health by reducing stress, anxiety, and depression. The reflection writing exercise offered through Word to Write can further support mental wellness by 	Group/Interpersonal: Enhanced engagement between the City/ THM and Black-lead businesses and organizations.	Q4 2022	Complete

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Recognition and Placemaking (continued)	20.1	Leverage City spaces to create a Black community hub in partnership with Black service providers.	Economic Development and Culture THM Awakenings/ Fort York National Historic	<ul style="list-style-type: none"> Provided space, marketing, production, staffing, procurement, equipment and supplies 	promoting mental health and wellness for healing with Black owned company Operational Prefrontal Cortex.	<ul style="list-style-type: none"> Increased public awareness and engagement. Representation and visibility. Increased knowledge of Black focused mental health issues and supports. 	<p>providing an opportunity for participants to reflect on their thoughts and emotions.</p> <ul style="list-style-type: none"> Provided historical context for the struggles of marginalized communities and their ongoing fight for equality. Reflection and contemplation among viewers, challenging them to think critically about power dynamics and social justice issues. This artwork can serve as a gathering place for community members to come together and engage in dialogue and action around issues related to power and social justice. Improved sense of mental, emotional and spiritual health of Black residences. 	Group/Interpersonal: Enhanced engagement between the City/ THM and Black-lead businesses and organizations.	Q4 2022	Complete
	20.1	Leverage City spaces to create a Black community hub in partnership with Black service providers.	JOINT Social Development, Finance and Administration; Management Corporate Real Estate Management; Economic Development and Culture	<ul style="list-style-type: none"> The staff time and resources from City of Toronto and NIA Centre for the Arts on project advancement. 	<ul style="list-style-type: none"> SDFA worked with NIA Centre, CREM and EDC to support the advancement of a creative space for Black communities at a city space at 524 Oakwood Avenue. 	<ul style="list-style-type: none"> Once completed, a 14,139 square foot, multi-disciplinary arts hub. 	<ul style="list-style-type: none"> Upon completion, the retrofitted space will increase visibility and showcasing of art from across the African Diaspora. Enhance arts-based services for Black communities will also be delivered with new exhibition spaces, a performance theatre, co-working spaces, digital arts incubation studios, recording, visual arts studios, and community workspaces. 	Institutional Change: The City enhanced its relationship with NIA Centre for the Arts, a Toronto-based not-for-profit organization that supports, showcases, and promotes an appreciation of arts from across the Afro-Diaspora. At the NIA Centre's request to streamline and expedite the required capital investment at the building, SDFA and CREM undertook an innovative process to increase Black leadership in the project. NIA Centre for the Arts' project team was able to lead the fulfillment of both the capital investments needed from the City to address accessibility requirements and State of Good Repair, valued at an estimated \$4M for the building, and the additional in capital improvements being pursued by the NIA Centre for The Arts. This process supported the project timeline and will result in the Centre being completed sooner.	Ongoing	In progress

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Recognition and Placemaking (continued)	20.1	Continued	Social Development, Finance & Administration (Community Infrastructure Unit); Economic Development & Culture (Cultural Partnerships); CreateTO; Parks Forestry & Recreation (Recreation Planning, and Facilities)	<ul style="list-style-type: none"> Participation and expert advice provided by the City of Toronto staff the Somali Cultural and Recreation Centre Steering Committee on project development. 	<ul style="list-style-type: none"> SDFA, PFR, CreateTO, CREM and EDC are working with the Somali Cultural and Recreation Centre Steering Committee, to explore potential partnerships and feasibility for a new community cultural and recreation centre. Activities include: <ul style="list-style-type: none"> Conduct a feasibility assessment that examines the most appropriate location for this community centre. Identify funding opportunities; and Identify partnerships needed to secure land or space. 	<ul style="list-style-type: none"> Interdivisional Project Team established with regular working sessions with the Somali Cultural and Recreation Centre Steering Committee 	<ul style="list-style-type: none"> Upon completion, the collaboration will enhance engagement between the City of Toronto and Toronto's Somali community, and complete identification and assessment of opportunities. 	Institutional Change: Following Council direction in July 2022 (MM47.29), SDFA began working with CREM, EDC, PFR, and CreateTO to support the establishment of a Somali Centre for Culture and Recreation in Toronto, to serve the diverse programming needs of community members of all ages, including children, youth and seniors while also being a hub to preserve and celebrate the rich contribution and histories of Toronto's Somali communities.	Ongoing	In progress
	20.2	Conduct an audit using an Anti-Black Racism Lens to evaluate City spaces and programs.	Social Development, Finance and Administration (Community Infrastructure Unit) Support from Parks, Forestry & Recreation, Toronto Public Library and Corporate Real Estate Management	<ul style="list-style-type: none"> The staff time for the City of Toronto on project development. 	<ul style="list-style-type: none"> SDFA's Community Infrastructure Unit works in collaboration with CABR Unit to support the development of a CST Incubator Tenancy Pilot which will support the participation of grassroots and smaller not-for-profit groups, particularly those that are Black led. 	<ul style="list-style-type: none"> Interdivisional Project Team established. 	<ul style="list-style-type: none"> Once developed, the CST Incubator Tenancy Pilot will: <ul style="list-style-type: none"> Enhance engagement between the City of Toronto and Black-led grassroots and smaller not-for-profit groups Increase the capacity of Black-led grassroots and smaller not-for-profit groups to access city-owned/leased space at below-market rates and address anti-Black racism through programs/services. 	Institutional Change: The City of Toronto Community Space Tenancy (CST) policy leases City-owned or City-managed spaces for Below Market Rent to eligible non-profit organizations delivering social, health, recreation, and cultural programs responsive to neighbourhood needs. Providing accessible community space is a key component to building strong neighbourhoods. CST tenants advance the City's strategic objectives and align with other City policies like the Toronto Action Plan to Confront Anti-Black Racism.	Ongoing	In progress

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<p>Recognition and Placemaking (continued)</p>	<p>20.2</p>	<p>Conduct an audit using an Anti-Black Racism Lens to evaluate City spaces and programs.</p>	<p>Toronto Public Library</p>	<ul style="list-style-type: none"> Staff time and resources 	<ul style="list-style-type: none"> 1. Developed a series of book lists geared towards advocacy, awareness, and raising the profile of Black authors. Created a series of book-club sets focused on “Book Clubs by Black authors” to amplify Black-authors. 	<ul style="list-style-type: none"> Several book lists have been created to support programs and blog posts, e.g., Black Mental Health, Emancipation Day, Black History Month, and African Caribbean Reads. 	<ul style="list-style-type: none"> To inform and raise awareness of Black history, heritage and culture. To provide support to the Black Community and to educate the public about Anti-Black Racism. 	<p>Community/Society: Opportunities were provided to share information on a wide range of topics aimed at raising awareness of anti-Black racism, as well as promoting Black joy, history, heritage, and culture. This intervention contributed to raising the awareness of critical issues affecting Black resident and contribute to supporting broader societal and communal change.</p>	<p>Q1-4 2022</p>	<p>Complete</p>
				<ul style="list-style-type: none"> Staff time and resources 	<ul style="list-style-type: none"> 2. Established a Community Librarian position in September (temporary for 1 year) with a focus on serving Black-focused agencies and communities. The community librarian will deliver TPL services onsite in Black-focused agencies. Services provided will include: <ul style="list-style-type: none"> Registering customers for new TPL library cards (or renewing existing cards). Providing information based on customer needs and referral to community services. Providing digital literacy training and support. Developing and delivering customized programs based on community need Other services as needed. The Position started¹ in September 2022 and will run until September 2023 3. Utilizing the City's CABR toolkit, an anti-Black racism assessment of TPL's Multi-Year Accessibility Plan will be conducted in 2023, including the images that are used throughout the Plan. An anti-Black racism lens can also be applied to several MYAP initiatives, including those related to recruitment and hiring practices, emergency response and preparedness, accessible formats and communication supports (i.e., Black ASL interpreters), policies, and career development. 	<ul style="list-style-type: none"> The Community Librarian, located at TAIBU and Boys & Girls Club East Scarborough, has provided pop-in tech help, career support, specifically, resume review, interview prep and career resources. As of December 2022: <ul style="list-style-type: none"> Registered over 200 new customers for library cards and renewed 24 library cards. Supported customers with over 500 information requests Hosted 15 Book A Librarian Sessions (focused information support). 	<ul style="list-style-type: none"> Supported Black communities in Toronto with onsite library services and resources and encouraged them to use library space and resources to access information, entertainment and personal growth. Provides service navigation support by connecting and meeting directly with library clients in need and informs them of TPL programs and services and making direct connections to Black communities through supporting agencies. 	<p>Individual/Group: The Community Librarian position works directly with Black-focused agencies and their clients to provide information, offer service, and develop/deliver programs to support Black residents, helping to remove (or minimize barriers) to accessing TPL services.</p> <p>Institutional: TPL will identify opportunities to integrate the ABR analysis tool into program planning and identify opportunities to create welcoming spaces for Black communities, with a potential focus on branches with Youth Hubs, and/or spaces located in communities serving a high density of Black residents. ¹ TPL will leverage the City's new eLearning course “Let's explore anti-Black racism” as a refresher in advance of focused discussions and planning with team leads. Additional actions TPL will explore include, integrating the African Ancestral Acknowledgement at meetings and events and Black focused art and exhibits in TPL spaces.</p>	<p>Q4 2023 (ongoing)</p>	<p>In progress</p>

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Recognition and Placemaking (continued)	21	Invest in Black arts & culture.	JOINT City Clerk's Office. Corporate Information Services; and Archives	<ul style="list-style-type: none"> Partnership with Black Artists; Networks in Dialogue (BAND); Black Women in Leadership exhibition. Multiple staff members from Toronto Archives worked with two curators from BAND. 	<ul style="list-style-type: none"> Art curation, work with community partners, work with artists and subjects. 	<ul style="list-style-type: none"> Art exhibit at Toronto Archives. The Exhibit was used as a venue for internal Black History Month events as well as various community events. The exhibit was featured extensively on the Toronto Archives' Instagram page. 	<ul style="list-style-type: none"> An exhibit that is the first of its kind for Toronto Archives, a celebration of black excellence, 4 Toronto black artists produced portraits of 40 Black Women Torontonians that are featured in the exhibit. This was the first partnership between Archives and BAND and will serve as a kick-off for future engagements and partnerships. 	<p>Individual/Group/Institutional/Community/Social: CCO staff were encouraged to attend the exhibit, as was the City's CLT, with the goal of initiating change within individuals. The exhibit was used as a host venue for various groups, including the City Clerk's Office's Chapter of the Black Staff Network, creating space for them within City infrastructure. The exhibit allowed the City Clerk's Office, specifically Toronto Archives, to engage with a new partner in an equity deserving group. The exhibit allowed for the creation of a new partnership, with the goal of keeping the door open to future work with the City of Toronto. The exhibit created a space for Black women to be recognized and honoured, while serving as a vehicle to educate the public on the accomplishments of the featured women.</p>	Q3 2023	In progress

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Division & Agency-Led Initiatives

These initiatives have been identified, established, and advanced by City divisions, agencies, and commissions in response to feedback from Black communities, Black staff, and Black-mandated organizations and community partners. These activities demonstrate the long term, institutional impact of the Toronto Action Plan to Confront Anti-Black Racism on broader organizational priorities and change, by highlighting how divisions continue to champion and invest in efforts to confront anti-Black racism at the City, in community and beyond.

Senior Services & Long-Term Care

- SSLTC has a Confronting Anti-Black Racism Steering Committee (Steering Committee) which consists of managers and front-line staff from across the division's 10 LTC homes, Community Programs and Head Office. The Steering Committee shapes and leads divisional confronting anti-Black racism initiatives including the co-creation of the division action plan to confront anti-Black racism in the workplace.
- In addition to working together at the divisional level to identify challenges and problem solve, they also lead CABR Site Committees (Site Committees) at each of their work locations. While assembling the Site-Committees, there was an intentional effort to recruit front-line staff as their lived experience and on-the ground knowledge would be instrumental in informing the Division's work.
- The Steering Committee has co-created the divisional plan which is currently in draft form. Next steps include finalizing and implementing the plan's short-term actions in 2023. See Appendix E.

Toronto Employment & Social Services

- Development of a Divisional Action to prioritize and embed anti-Black racism into the day-to-day operations of Toronto Employment and Social Services. See Appendix E.

Toronto Public Library

Complete

- Block by Block Exhibit – a collaboration between Toronto Ward Museum and Toronto Public Library, honouring stories of newcomer, immigrant, racialized and Indigenous community members in four neighbourhoods: Agincourt, Parkdale, Regent Park and Victoria Park. On display from Aug 20 – Nov 20, 2022. Located in the TD Gallery at Toronto Reference Library, this interactive exhibition features listening stations, videos, photographs, feedback activities and other ways for visitors to engage with recently documented stories of migration, life and change. TPL collaborated with Food Reach to provide food in all 23 Youth Hubs. These include Neighbourhood Improvement Areas, like Malvern, Albion, York Woods, Weston & Downsview. This is part of the Toronto Poverty Reduction Strategy.
- Innovator in Residence - <https://www.torontopubliclibrary.ca/innovator-in-residence/>

Ongoing

- Career Coaches in Residence (BIPOC coaches) - <https://www.torontopubliclibrary.ca/programs-and-classes/featured/career-coaches-in-residence/>
- Joined the Black Resilience Cluster group (Community Coordination Plan) to share information about TPL programs and services, and to establish relationships with members, including:
 - Artist in Residence Program
 - Community Librarian Program
 - Wi-Fi Hotspot lending
 - MAP – Museum Arts Program
 - Carbon Dioxide (CO2) Monitor lending - <https://www.torontopubliclibrary.ca/co2monitor/>
 - Complimentary Presto Card Initiative - <https://www.torontopubliclibrary.ca/services/presto.jsp>