
2024 OPERATING BUDGET BRIEFING NOTE

Toronto For All: A Public Education Initiative to Support Civic Resiliency and Address Rising Hate

Purpose:

On December 13, 14, and 15, 2023, City Council adopted recommendation [EX10.9](#) to direct the City Manager, in consultation with the Chief Financial Officer and Treasurer, the Executive Director, Social Development, Finance and Administration, the City Solicitor, and the Chief People Officer, to report to the Budget Committee in the 2024 budget process on increased funding for the Toronto for All Campaign and how the public education campaign could reach more people to address rising hate in our city. This briefing note provides information on the current plan to use the funding to deepen and broaden the work of the Toronto For All public education initiative to reach these two outcomes.

Previously, on May 10, 11, and 12, 2023, City Council adopted member motion [MM6.20](#) to direct the Executive Director, Social Development, Finance and Administration, the Director, Equity, and Human Rights, and the Chief Communications Officer to report to the Executive Committee, on a plan to launch a second iteration of the Toronto For All campaign. This briefing note also serves as a recap of the past 14 campaigns and provides recommendations for the strengthening the next iteration of Toronto For All through the subsequent campaign in 2024.

Background:

Toronto is the most diverse city in the world, a fact celebrated in the City's motto: Diversity Our Strength. Yet, implicit biases, negative attitudes, stereotypes, and prejudices are still present, contributing to discrimination and racism that negatively impact to safety, wellbeing, and life chances of Indigenous and Black Torontonians and/or residents who belong to one or more equity-deserving groups.

The goal of the City's Toronto For All public education initiative is to generate dialogue amongst Toronto residents to create a city that says "no" to all forms of discrimination and racism, including systemic racism. Each campaign is designed to drive awareness of a social equity issue presently faced by a subset of Torontonians and to equip the broader public and City employees with the knowledge and skills to identify, question, and challenge systemic barriers through a multi-phased conversational approach.

Campaign posters are posted online and in public places, such as TTC bus terminals, Toronto Public Libraries, and within community organizations.

The initiative is a municipal tool that supports the civic resiliency for all Toronto residents. Civic resiliency is the capacity of a group of residents or community to adapt to the evolving complexity and diversity of their social environment by building positive relationships amongst members of the public, City employees, and community agencies, as well as perceiving these changes as a strength. The City, as the government closest to residents, must lead public dialogue that can support civic resiliency in all Torontonians.

From 2016 to 2023, fourteen Toronto For All campaigns have been implemented. Campaigns have focused on a variety of social equity topics reflected in Table 1.

Table 1. Toronto For All Campaigns

Year	Campaign Topic (see past campaigns here)
2023	Anti-East Asian Racism
2023	Islamophobia
2022	Addressing Antisemitism
2021	Undocumented Residents
2020	Anti-East Asian Racism – Challenging the Scapegoating of East Asian Torontonians During the Pandemic
2020	Anti-Black Racism and Mental Health – Recognizing the Impact of Anti-Black Racism on Mental Health
2019	Anti-Ageism in the Workplace – Challenging Age Discrimination
2019	Torontonians who Experience Intimate Partner Violence – Challenging Gender-Based Violence
2018	Accessibility and Inclusion – Promoting accessibility and inclusion of people with disabilities
2018	Indigenous Voices – Challenging Anti-Indigenous Racism
2017	Racialized Transgender Youth – Challenging Transphobia
2017	Torontonians Experiencing Homelessness – Challenging NIMBYISM (Not In My Backyard)
2016	Black Torontonians – Challenging Anti-Black Racism

Year	Campaign Topic (see past campaigns here)
2016	Migrant and Muslim Torontonians – Challenging Islamophobia and Xenophobia

Overview of the Current Campaign Model

Senior staff from Social Development, Finance and Administration in collaboration with staff from People and Equity and Strategic Public and Employee Communications work together to support each Toronto For All campaign. Based on lessons learned over the first fourteen campaigns, the Toronto For All campaign model includes the steps outlined in Table 2 below.

Table 2. Toronto For All Process Steps

#	Process Steps for the Toronto For All Campaign Model
1	Selection of a campaign topic that is aligned with a larger initiative at the City and/or with priorities for public education expressed by Toronto residents, City Council, and Mayor's Office.
2	Identification of a community partner and Community Advisory Council members with subject matter expertise, who have strong connections and credibility with Torontonians affected by the issues and with local advocates, and who can act as the public face and voice of the campaign.
3	Collaboration with the community partner, a diverse Community Advisory Council, and a creative agency to develop the purpose, key messages, and creative execution of the campaign.
4	Development of communications and advertising content including information on purpose-built web pages on toronto.ca (via www.torontoforall.ca), transit shelter advertising (through Astral media), additional out-of-home advertising, paid and organic social media campaigns, online advertisements, media outreach, internal staff communications, and posters in various City agency venues (e.g., libraries). In most cases, campaigns were launched via media press conference to generate broad awareness using earned media. Engaged parties and members of the Community Advisory Council are also provided with the same content to share via their respective channels.
5	Facilitation of internal leadership dialogue and appropriate staff learning by the People & Equity division to support City staff members' understanding of the residents the City serves and implications for policy development, program and service planning, and customer service.

Throughout all the process steps in Table 2, partnerships with other City of Toronto divisions and agencies continue to be leveraged to increase reach and impact. For example, partnerships were developed with Toronto Transit Commission, Toronto Public Library, Toronto Paramedic Services, and Toronto Fire Services who circulated posters from the 2023 Islamophobia Toronto For All campaign to thousands of City staff and/or mounted posters in City buildings, including all 100 public library branches and 36 Paramedic Service District offices and Headquarters. Additionally, partnerships are being developed with various Canadian municipalities who are interested in collaborating and/or adopting future Toronto For All campaign materials (e.g., Hamilton, London, Ajax, Brampton).

Accompanying Employee Campaigns

The Toronto For All internal learning program complements the Toronto For All public education initiative by focusing on supporting City staff via Instructor-Led Training, eLearning, materials, and events offered through the City's training portal. While most of the early campaigns included staff learning elements, the Toronto For All internal learning program formally started in 2019 to support customer service improvement efforts across all City divisions by enabling staff to better understand how biases or stereotypes prevent inclusive and equitable delivery of services to Torontonians from Indigenous, Black, and equity-deserving groups.

Since then, the Toronto For All internal learning program has evolved to focus on building organizational capacity with respect to equity, diversity, inclusion, and reconciliation. It serves as the primary training vehicle to support key city initiatives focused on reconciliation and equity, including the City's Reconciliation Action Plan, Toronto Action Plan to Confront Anti-Black Racism, and the Multi-year Accessibility Plan. This learning program supports City staff to better embed equity and reconciliation into program design, policy development, service delivery and decision making, creating a more inclusive Toronto Public Service.

Currently, there are close to 60 related learning assets (e.g., Instructor-Led Training, eLearning, materials, and events) under the Toronto For All internal learning program. Tens of thousands of staff have participated in these trainings.

Monitoring Campaign Reach

Toronto For All campaigns have been monitored in 'Wrap Reports' using a combination of the following measured indicators, including earned media coverage and sentiment:

- social media impressions, engagements and sentiments on organic and paid posts made by the City and the community partner, including individuals reached, new followers, shares, retweets, likes, reactions, and comments;
- impressions and engagement of out-of-home and online advertisements;
- visits to the www.torontoforall.ca web page and the community partner's website;
- feedback from residents through other channels (e.g., 311, emails to City staff);

- participation in an accompanying learning program for City staff;
- leadership and speaking opportunities for the community partner;
- and requests for further engagement opportunities from community advocates.

Over the duration of the six most recent Toronto For All campaigns from 2021-2023, the City achieved an average of: 4,080,226 social media impressions (e.g., # of views on social media); 2,865 social media engagements (e.g., # of reactions, comments, shares, saves); and 3,295 total sessions on the campaign web page (# of hits to www.torontoforall.ca).

Focusing Toronto For All for Greater Impact

With the exception of 2021 and 2022, six campaign years between 2016 and 2023 have featured two distinct public education campaigns per year. This approach has allowed for the City and community partners to tackle multiple forms of discrimination and intolerance. However, starting in 2024, City staff have identified the opportunity to deepen the impact of Toronto For All by focusing on one campaign theme per year, and connecting with other learning partners in Toronto for broader and more sustained learning. For example, the City will explore a learning program focusing on youth as well as deeper engagement with the City's Communities of Inclusion.

To bring together the past fourteen campaigns, the planned topic for the 2024 Toronto For All campaign is 'allyship.' This campaign will take an intersectional approach to promoting allyship by consulting with members of various equity-deserving groups through developing an External Advisory Council that is representative of the diversity and intersectionality of Torontonians. This campaign aims to enhance engagement and buy-in across various communities and allies. The External Advisory Council will provide advice on the development of campaign materials, increase the distribution of campaign materials through respective networks and support the City in reaching a greater impact. This campaign on allyship will build upon the past campaigns, which recently addressed Anti-Semitism, Islamophobia, Anti-East Asian Racism, as well as educational resources on the City's public-facing website regarding '[Keeping Toronto Safe from Hate](#).'

New for 2024 will be the addition of an Internal Advisory Council made up of the City's Communities of Inclusion. This Council will not only have the opportunity to input on the campaign's development but also create an in-person staff event over the course of the year. As well, the Social Development, Finance and Administration Division will be seeking to work with more City partners and agencies to carry the campaign within their venues and through their communication channels.

Financial Impact

Annually, funding of \$0.270 million (gross and net) has been included in the Operating Budget of the Social Development, Finance and Administration Division to be used for developing and executing Toronto For All campaign(s) with a design firm in

collaboration with community subject matter experts, providing publicity for the campaign, and covering other related costs such as meetings and honoraria.

When developing the 2024 Staff Prepared Budget, the Social Development, Finance and Administration division determined that funding of \$0.270 million (gross and net) was sufficient to deliver a deeper and broader campaign focused on one theme. Continuous improvement efforts like the focus on one campaign theme through the year and enhancing learning partners, can be accomplished within the existing funding envelope.

In recent years, the Social Development, Finance and Administration Division has not used any of the allotted funds on paid ads or paid social media marketing. A key benefit of increasing and dedicating funds to marketing is to broaden the reach of the campaign. Improving reach requires a larger budget investment, such as supplementing the free transit shelter ad space with greater ad space across the City, broadening social media ads to formal paid digital ad campaign pushes, and increasing the marketing of campaign materials. This includes expanding the sites to which the Toronto For All campaign material is distributed.

With a larger budget investment, the Social Development, Finance and Administration Division could explore hiring a dedicated a staff resource. This role could include building and maintaining connections with learning partners throughout the year, rather than limiting engagement to the campaign period. Additionally, this role could include creatively strategizing how to increase reach across the City.

The data from past Toronto For All campaigns and the increasing interest from partners within and outside of City divisions indicates the value of this initiative as a positive model. These campaigns have enhanced communication and dialogue on topics of discrimination and intersectionality across the City of Toronto and other Canadian municipalities with the aim to reach more people and address rising hate. The campaigns have also become a vehicle for the City of Toronto to meaningfully engage and support communities experiencing discrimination.

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