

### Year Five Highlights and Initiative Summary

This document captures snapshots of Year Five actions delivered between January 2023 and December 2024 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. This summary is organized by the five issue areas named in the Action Plan and further analyzed using the Ubuntu African-Centred Impact Assessment Framework. For each issue area, this summary details:

- **Outcomes:** Tangible results directly linked to the specific action items outlined in the Action Plan. These are concrete deliverables or measurable achievements that can be tracked and verified.
- **Transformational Change:** Broader shifts in relationships, culture, and systems that may not be tied to a single action but emerge through sustained work and collaboration. Transformational change often unfolds over time, creating ripple effects that extend beyond the immediate outputs and into lasting systems change.

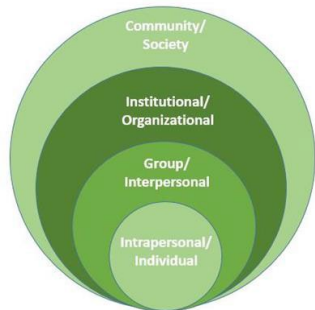
This distinction ensures that the evaluation captures not only what has been delivered but also how the work has shifted mindsets, practices, and structures in ways that may continue to grow beyond the five-year scope of the Plan.

**Five issue areas:** (1) Children & Youth Development; (2) Health & Community Services; (3) Job Opportunities & Income Supports; (4) Policing & The Justice System; (5) Community Engagement & Black Leadership.

#### The Ubuntu African-Centred Impact Assessment Framework

The Confronting Anti-Black Racism Unit’s Ubuntu African-Centred Impact Assessment Framework is an approach to assessing transformational change and the immediate and long-term impacts experienced by Black communities. Developed in 2021 (Year 3 of the Action Plan), the Framework builds on the African philosophy of *Ubuntu*—“I am because we are”—and reimagines how success is evaluated through an African-centred, decolonized lens. It was created to shift away from solely institutional measures toward community-defined metrics that reflect the lived realities, priorities, and definitions of progress within Black communities.

The Framework represents and honours a new way of assessing systems change, grounded in the understanding that Black communities experience shifts across different spheres of life in distinct ways, shaped by the pervasive impacts of anti-Black racism. It evaluates progress across **four spheres of influence and impact**, recognizing that change must be activated and sustained at multiple levels for transformation to take root.



- **PERSONAL / INDIVIDUAL:** Change begins with the individual. Confronting anti-Black racism depends on mental, emotional, spiritual, and intellectual growth at the personal level. This sphere considers how programs and policies inspire self-awareness, healing, and empowerment among individuals.
- **GROUP / INTERPERSONAL:** Transforming relationships in small groups lays the foundation for larger-scale change. This sphere focuses on shifting group dynamics—teams, working groups, and committees—toward equity by disrupting the dominance of white supremacy, hetero-patriarchy, and class privilege in interpersonal interactions.
- **INSTITUTIONAL / ORGANIZATIONAL:** Institutions shape daily life. This sphere addresses the transformation of organizational cultures, policies, and practices to actively dismantle the systems that sustain anti-Black racism. It is about shifting shared beliefs, attitudes, values, and operational frameworks to promote equity at scale.
- **COMMUNITY / SOCIETY:** While the City does not directly control or measure change at the societal level, the work of the Action Plan contributes to lasting, wide-reaching shifts that ripple beyond municipal systems. Over time, confronting anti-Black racism at the individual, group, and institutional levels can influence how Black communities are represented, valued, and treated across society. This includes challenging entrenched inequities such as racial profiling, disproportionate mental health challenges, and the heightened vulnerability to gentrification and displacement.

By using the Ubuntu framework to evaluate its work, the City recognizes that meaningful change is not measured only in outputs or timelines, but in the lived experiences of Black Torontonians and in the collective transformation of the systems that shape those experiences.

Issue Area 1: Children & Youth Development

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
1. Increase access to high quality programs for Black children and youth.	1.1 Develop and implement training on effective programming for Black children and youth, through an Anti-Black Racism Lens.	Toronto Children's Services (TCS)	<p>Confronting Anti-Black Racism Training for Early Years &amp; Child Care Sector as part of the Professional Learning Strategy.</p> <ul style="list-style-type: none"> <li>Culture Check delivered two key training series: (1) Foundational CABR Training (20 sessions); (2) Understanding the Experiences of Black Torontonians + Allyship Action (20 sessions + 2 elective sessions focused on "How Does Learning Happen (HDLH) and the Black Child" and "HDLH and the Black Family".</li> <li>English Speaker Series on CABR sessions delivered by Dr. Fikile Nxumalo titled "Centering Black Ecologies in Early Childhood Pedagogies" (156 attendees); Dr. Terry Husband titled "Cultivating Antiracist Early Childhood Education" (114 attendees); Dr. Kerry-Ann Escayg titled "Black Children Matter: Pro-Black Early Years Classrooms" (171 attendees)</li> <li>French Speaker Series on CABR sessions included "Compétences Culturelles - Réussir notre avenir ensemble" Part 1 &amp; 2 (40 and 55 attendees respectively)</li> <li>Pilot Mentorship Program <ul style="list-style-type: none"> <li>6-month program in Scarborough for Black educators.</li> <li>12 Black mentors and 11 Black mentees participated.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Over 600 early years professionals gained foundational knowledge of anti-Black racism and the lived experiences of Black Torontonians.</li> <li>Enhanced staff capacity to identify and address anti-Black racism in early learning environments.</li> <li>Improved programming design skills with an anti-racist and culturally responsive lens.</li> <li>Broader access to French and English training promoted inclusion across linguistic communities.</li> <li>Black educators engaged in mentorship developed leadership competencies, expanded their professional networks, and received targeted career support.</li> <li>Strengthened pipeline for Black educators to access leadership roles in the sector.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>The training encouraged reflection on personal bias and built individual capacity to intervene in and disrupt racism within their roles.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Training fostered a shared language and collective understanding among early childhood educators, encouraging peer-to-peer dialogue and team-based learning.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Advanced sector-wide capacity to embed anti-Black racism analysis into program design, contributing to long-term shifts in hiring, training, and service delivery practices that prioritize cultural safety and equity.</li> </ul>	COMPLETE (Year 5)
1. Increase access to high quality programs for Black children and youth.	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.	Parks & Recreation (PR)	<p>After-School Cooking Program 'Chop It Like It's Hot!'</p> <ul style="list-style-type: none"> <li>Program provided youth with opportunities to: <ul style="list-style-type: none"> <li>Learn essential cooking skills.</li> <li>Prepare culturally inclusive meals.</li> <li>Engage specifically with Afro-Caribbean recipes throughout the year.</li> </ul> </li> <li>Delivered 'Chop It Like It's Hot!', an after-school cooking program under the Enhanced Youth Space portfolio.</li> <li>Created an accessible, hands-on learning environment where cultural appreciation and life skills were combined.</li> </ul>	<ul style="list-style-type: none"> <li>Youth participants developed practical cooking skills while engaging with Afro-Caribbean cultural traditions, deepening their cultural knowledge and sense of pride.</li> <li>Program fostered a safe, inclusive space where youth could explore and celebrate diverse food cultures, promoting cultural competence and appreciation among peers.</li> <li>Participants strengthened life skills related to nutrition, food preparation, and independence, supporting overall personal development.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Youth built culinary skills, increased cultural pride, and gained a stronger sense of identity through engagement with Afro-Caribbean food traditions.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened peer connections through shared learning experiences centred on food, culture, and creativity.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The divisions demonstrated a commitment to embedding culturally affirming programming within after-school services.</li> </ul>	COMPLETE (Year 5)
1. Increase access to	1.3 Support effective Black youth	Social Development (SD) – Youth	<p>Diversity Youth Fellowship (DYF)</p> <ul style="list-style-type: none"> <li>\$0.429 million in funding in 2023 and 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Participants gained civic leadership experience and municipal policy literacy.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Increased employability and civic awareness.</li> </ul> <p>Institutional/Organizational</p>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
high quality programs for Black children and youth.	leadership programs, including rites of passage, civic and community leadership.	Development Unit (YDU)	<ul style="list-style-type: none"> <li>22 youth completed fellowships, including:               <ul style="list-style-type: none"> <li>7 Black Youth Fellows</li> <li>6 Muslim Youth Fellows</li> </ul> </li> <li>Includes placements in City Councillor offices.</li> </ul>		<ul style="list-style-type: none"> <li>City Councillor offices promoted equity by hosting diverse youth in leadership pathways.</li> </ul>	
1. Increase access to high quality programs for Black children and youth.	1.4 Increase 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 & Recreation (PR)	<p>Building Skills Through Recreation (BSTR) Employment Readiness Program.</p> <ul style="list-style-type: none"> <li>BSTR Employment Readiness Program supports Black and Indigenous youth by providing free certifications and employment training in recreation, aquatics, and sports to create a pathway to part-time jobs within Community Recreation.</li> <li>Delivered 229 Building Skills Through Recreation (BSTR) Employment Readiness sessions across Toronto.</li> <li>734 youth completed the Employment Readiness workshops, gaining skills in communication, leadership, teamwork, and job preparedness.</li> <li>602 youth successfully completed and obtained a Standard First Aid certification, enhancing their qualifications for recreation and related employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Over 600 youth obtained a recognized First Aid certification, improving their job competitiveness and equipping them with essential life-saving skills applicable to a range of professions.</li> <li>Hiring 206 BSTR graduates into PR positions created direct pathways to employment, offering practical work experience, economic opportunity, and career advancement within the City of Toronto.</li> <li>Learnings gathered from Youth Outcomes Framework survey assessment for BSTR program participants:           <ul style="list-style-type: none"> <li>98% of Toronto youth polled are satisfied with their experience in City of Toronto programs.</li> <li>86-87% of Toronto youth polled feel they have equitable access to City of Toronto programs.</li> <li>90% of Toronto youth polled feel aware of their strengths and areas for improvement.</li> <li>93-95% of Toronto youth polled feel they have transferable and technical skills to succeed in employment.</li> </ul> </li> <li>Disaggregated race-based data expected in 2024.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Youth gain invaluable paid experience to expand their networks and enhance their employability.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Youth formed new relationships with peers and City staff.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>PR adapted hiring practices and youth engagement strategies to intentionally include equity-deserving communities, advancing institutional goals of diversity and inclusion within the recreation workforce.</li> </ul>	COMPLETE (Year 5)
2 Meet the specific	2.1 Consult on and invest in meeting	Parks & Recreation (PR)	<p>Continuation of the Kiki Ballroom Program.</p> <ul style="list-style-type: none"> <li>A collaboration between the City of Toronto's PR Community Recreation Branch and the Toronto Kiki Ballroom Alliance.</li> </ul>	<ul style="list-style-type: none"> <li>Participants accessed spaces where their identities, safety and belonging were prioritized.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Participants developed new technical and leadership skills, gained confidence in self-</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
needs and aspirations of Black queer and trans youth.	the specific needs and aspirations of Black queer and trans youth.		<ul style="list-style-type: none"> <li>Program provided Black queer and trans youth with opportunities to:               <ul style="list-style-type: none"> <li>Learn about Ballroom culture.</li> <li>Build community and connect with Black and Latinx 2SLGBTQIA+ communities within the City's Enhanced Youth Spaces.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Youth participants gained tangible skills in performance, self-presentation, and public engagement.</li> <li>Programs fostered peer support networks and enhanced connections across queer and trans communities.</li> <li>City divisions strengthened partnerships with 2SLGBTQIA+ organizations, strengthening the City's capacity to deliver targeted, culturally responsive youth programming.</li> </ul>	<p>expression, and accessed pathways to economic empowerment and artistic visibility.</p> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Programs fostered strong peer-to-peer connections, creating communities of support among Black and Latinx queer and trans youth within the City's Enhanced Youth Spaces.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>PR expanded its programming model to include culturally specific, identity-affirming programs that center marginalized communities, demonstrating a structural commitment to anti-oppressive recreation programming.</li> </ul>	
2 Meet the specific needs and aspirations of Black queer and trans youth	2.3 Work with Black parents, service providers and youth to create culturally relevant education and support services for parents of Black queer and trans children and youth.	Toronto Public Health (TPH)	<p>The TPH Sexual Health Promotion (SHP) program.</p> <ul style="list-style-type: none"> <li>Increase awareness, education, and capacity to support the development of 2SLGBTQI+ affirming sexual health environments and services. This includes providing:               <ul style="list-style-type: none"> <li>Workshops to Youth, Parents/Caregivers, and training to other TPH teams (such as School Health)</li> <li>Direct services, resources and referrals to Black youth</li> <li>Tailored workshops and resources to service providers (e.g. Africentric Alternative School, Tropicana Community Centre) and to the broader community, including Black LGBTQI+ in schools (e.g. Gay Straight Alliances), newcomer agencies, boys' and girls' clubs, hostels, CHCs, and geographically specific interagency networks.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increase the sexual health capacity of youth, parents, and service providers, including 2SLGBTQI+ Black youth,</li> <li>Goals for parents/caregivers and service providers include increasing comfort, confidence, and their intention to apply the skills and knowledge learned in a workshop with their children/the youth they work with.</li> <li>Prevent sexually transmitted blood-borne infections (STBBIs), unintended pregnancies, and promote healthy sexuality throughout the lifespan.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Support the creation of 2SLGBTQI-affirming sexual health environments and services for youth, including Black youth.</li> <li>Increase the capacity of parents/guardians and other service providers to provide accurate, appropriate and 2SLGBTQI+ affirming information and support to youth, including Black youth.</li> </ul>	ONGOING (Year 5)
2 Meet the specific needs and aspirations of Black queer and trans youth.	2.3 Work with Black parents, service providers and youth to create culturally relevant education and support services for parents of Black queer and trans children and youth.	Social Development (SD) – Youth Development Unit	<p>Community Healing Project (CHP) and PEERS.</p> <ul style="list-style-type: none"> <li>Through existing CHP Counselling (city-wide) and CHP workshops in TDSB schools and summer sessions (Scarborough), programming engaged parents/caregivers of LGBTQ2S+ children and youth.</li> <li>PEERS delivered 1–2 sessions for parents on social media safety.</li> <li>Note: Participant data included Black parents/caregivers; not all participants were Black.</li> </ul>	<ul style="list-style-type: none"> <li>Parents/caregivers accessed supportive spaces and information on safety and well-being for LGBTQ2S+ children and youth.</li> <li>Increased awareness among service providers and caregivers about navigating online safety and inclusive supports.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Caregivers reported increased confidence navigating supports for LGBTQ2S+ children and youth.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Emerging peer connections among caregivers and service providers fostered shared learning and mutual support.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Lessons from engagement will inform future CHP/partner offerings, including more intentional inclusion of Black LGBTQ2S+ families.</li> </ul>	ONGOING (Year 5)

Issue Area 2: Health & Community Services

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
4	4.2 Work collaboratively with Black communities and the Province to leverage Black cultural knowledge to lead and provide more mental health and addiction treatment services across the city for Torontonians of African descent, including clinics, on call counsellors, harm reduction programs and supports for post-traumatic stress disorder.	Toronto Public Health (TPH)  Social Development (SD)	As part of developing Toronto’s Model for Decriminalizing Drugs for Personal Use, TPH convened an African, Caribbean, and Black (ACB) Decriminalization Working Group. <ul style="list-style-type: none"> <li>The group contributed critical documentation and reporting on racial disparities faced by ACB communities in the drug policy and criminal justice system.</li> <li>The model for decriminalization being developed explicitly acknowledges the unique disparities and systemic barriers experienced by ACB communities.</li> <li>Intergovernmental advocacy actions were initiated to ensure that ACB perspectives influence broader health and justice reforms.</li> <li>TPH staff will continue to participate in the Black Health Committee through Ontario Health, helping shape a broader Black Health Plan, including work focused on mental health services.</li> </ul>	<ul style="list-style-type: none"> <li>Centered ACB community expertise and lived experiences in shaping Toronto’s proposed drug decriminalization model, ensuring racial equity is a core pillar.</li> <li>Strengthened City and provincial collaborations to embed Black-led mental health, harm reduction, and post-traumatic stress disorder (PTSD) support services into emerging healthcare models.</li> <li>Established ongoing institutional participation by TPH on the Black Health Committee to advance Black-specific mental health priorities at the provincial level.</li> </ul>	Institutional/Organizational <ul style="list-style-type: none"> <li>TPH institutionalized ACB perspectives into health policy development processes, ensuring racial equity is embedded into the City’s decriminalization and mental health service frameworks.</li> <li>These initiatives contribute to dismantling systemic barriers in the criminal justice and health systems, advancing equity, wellness, and justice for ACB communities across Toronto and Ontario.</li> </ul>	COMPLETE (Year 5)
5	5.1 Increase stable funding to Black community organizations providing essential services to better meet the needs and aspirations of Black Torontonians.	Social Development (SD) – Community Funding Unit (CFU)	Black Mandated Funding Framework (2023 and 2024). <ul style="list-style-type: none"> <li>The Black-Mandated Funding Framework strengthened equitable access to municipal funding by addressing chronic underinvestment and systemic barriers experienced by Black-mandated organizations.</li> <li>Delivered through Social Development, the Framework provided \$3.515 million in 2023 and 2024.</li> <li>In 2024, enhancements to the framework included the launch of the 2024-2026 grant cycle, a streamlined eligibility self-assessment tool in the Toronto Grants, Rebates, and Incentives Portal (TGRIP), access to multi-year funding, and application support resources. Eleven engagement and information sessions were delivered, including a French-language session in partnership with the Toronto Newcomer Office.</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to City funding for Black-mandated organizations; reduced administrative barriers through streamlined application tools and supports; strengthened awareness and uptake of municipal funding opportunities within Black communities.</li> </ul>	Group/Interpersonal <ul style="list-style-type: none"> <li>The Framework strengthens collaboration, mentorship, and trusteeship relationships across established, Black-mandated grassroots organizations by supporting grassroots and emerging organizations, fostering stronger networks and peer learning/capacity building within Toronto’s Black nonprofit ecosystem.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>BMFF transforms municipal funding practices by addressing historical underinvestment and systemic barriers experienced by Black-</li> </ul>	ONGOING (Year 5)

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					<p>mandated organizations. It introduces equity-centred funding processes, improved access to City grants, and tools such as eligibility self-assessments and application support to ensure equitable access to public resources.</p> <p>Community/Society</p> <ul style="list-style-type: none"> <li>By investing in Black-mandated organizations, the Framework supports a broader ecosystem of culturally grounded programs and services that advance equity and social inclusion.</li> </ul>	
<p>5 Improve the quality and effectiveness of health and community services for Black Torontonians.</p>	<p>5.1 Increase stable funding to Black community organizations providing essential services to better meet the needs and aspirations of Black Torontonians.</p>	<p>Social Development (SD) – Alternative Safety Response Unit (ASRU)</p>	<p>Strengthening the Community Crisis System Grant (SCCSG).</p> <ul style="list-style-type: none"> <li>Launched the SCCSG as a targeted funding opportunity to strengthen the mental health and substance use crisis infrastructure in the City of Toronto.</li> <li>Funded Fred Victor \$0.340 million in 2023 and 2024 to support their <i>Mental Health Crisis Support for African, Black, and Caribbean Communities</i> project.</li> <li>The funded project expanded capacity to deliver culturally responsive and accessible mental health and addictions case management services for Afro-Caribbean and Black Torontonians and their families.</li> <li>Embedded community-led approaches to mental health service delivery that address cultural stigma, systemic barriers, and the need for affirming, identity-specific care.</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to culturally affirming mental health and addictions supports for Black residents in Toronto.</li> <li>Strengthened the community-based response to mental health crises through targeted investment in programs led by trusted, culturally grounded organizations.</li> <li>Supported Afro-Caribbean/Black communities to navigate mental health systems with enhanced dignity, trust, and effectiveness.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Individuals experiencing mental health crises were met with culturally affirming care that acknowledged their lived experiences and identity.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Increased the capacity of Fred Victor to support Afro-Caribbean/Black communities through specialized programming and targeted funding.</li> <li>Strengthened institutional commitment to culturally responsive mental health infrastructure within the City.</li> </ul>	<p>COMPLETE (Year 5)</p>
<p>5 Improve the quality and effectiveness of health and community services for Black Torontonians.</p>	<p>5.2 Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.</p>	<p>Social Development (SD) – CDU &amp; CABR</p>	<p>Black Resilience Cluster (BRC).</p> <ul style="list-style-type: none"> <li>In 2023, the BRC undertook many activities to support/enhance community service provision by B2 / B3 organizations. Activities centred on a few key objectives aligned with the Community Clusters’ broader work.</li> <li>BRC Kick-Off Meeting (April 2023) included a facilitated learning session (governance, political processes, and policy development), with breakout working groups to brainstorm community priorities and immediate steps forward for the BRC.</li> <li>BRC Mayor’s Office Budget Consultation (Nov. 2023) was a request from the Mayor’s Office to engage community members in consultations on the City budget. Each CCP cluster, including BRC, was funded to conduct engagement(s). Ubuntu 2STNB Collective partnered with TAIBU to organize and host two engagement sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Community leaders / organizational leaders gain sector knowledge and opportunities to share learnings and resources with other leaders.</li> <li>Direct access to funding exclusively earmarked for BRC members.</li> <li>Access to community and municipal updates and information – direct access to municipal supports, staff, and resources.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Increased opportunities for collective advocacy between Black organizations, and increased opportunities to share knowledge and resources.</li> <li>Increased and strengthened partnerships between organizations.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Increased engagement between Black-serving organizations and the City.</li> <li>Increased opportunities to apply an anti-Black racism lens to City policies and community services practices.</li> <li>Increased opportunities to highlight and educate key stakeholders, decision-makers, and City</li> </ul>	<p>COMPLETE (Year 5)</p>

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
					residents on gaps within the community services sector.	
5	5.2 Improve the quality and effectiveness of health and community services for Black Torontonians. Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.	Social Development (SD) – CABR  Black Scientists' Task Force	Black Health Fair and Wellness Summit (Black Scientists' Task Force). <ul style="list-style-type: none"> <li>CABR participated in the Black Health Fair and Wellness Summit held on January 21, 2023, at Daniels Spectrum. The full-day event featured free health checks, wellness demonstrations, expert health panels, and children's activities. Keynote speakers included Dr. Upton Allen and Angela Robertson.</li> <li>The event celebrated the conclusion of the Black Scientists' Task Force, which had been providing critical research and recommendations to address Black health inequities during the COVID-19 pandemic.</li> <li>CABR engaged about 30 community members at its table, providing resources and information about CABR initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Increased community knowledge of CABR's work and City programs.</li> <li>Increased awareness of the Task Force's contributions, outcomes, and future directions.</li> <li>Provided attendees with direct access to health resources, supports, and follow-up care.</li> <li>Strengthened partnerships between CABR, TAIBU, and Black-serving health organizations.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Participants accessed free health checks and information, supporting their immediate and long-term wellness.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>Expanded collaboration between City divisions, CABR, and Black health organizations created opportunities for shared advocacy and education.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>Institutional recognition of the Task Force's work demonstrated how Black-led expertise can influence City health policy and practice.</li> </ul>	COMPLETE (Year 5)
5	5.2 Improve the quality and effectiveness of health and community services for Black Torontonians. Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.	Social Development (SD) - CABR	Trans & Non-Binary Food & Nutrition Program. <ul style="list-style-type: none"> <li>The implementation of a 12-week food and nutrition program specifically for Black Torontonians who identify as Trans and Non-Binary and are currently undergoing gender-affirming Hormone Therapy (HRT).</li> <li>FoodShare was funded \$0.027 million to partner with / trustee for Ubuntu 2STNB Collective. FoodShare provided culturally responsive food boxes, facilities for cooking workshops, and facilitators/instructors for cooking/nutrition workshops and guided grocery store visits, recruit program participants. Ubuntu oversaw workshops and works with FoodShare to ensure all programming is relevant, beneficial, and responsive to the unique needs of Black Trans folks.</li> <li>15 Black Trans participants</li> <li>180 food boxes (1 culturally responsive food box delivered to each of the participants each week for 12 weeks)</li> <li>2 in-person cooking/nutrition workshops (gender responsive workshops centred on nutrition that supports HRT); 2 virtual cooking workshops</li> <li>2 guided grocery store visits for participants</li> <li>\$100 grocery gift cards for participants to use during grocery store visits</li> </ul>	<ul style="list-style-type: none"> <li>Received short-term, culturally appropriate food supports to some of the most vulnerable members of Toronto's Black communities (Black Trans &amp; Non-Binary folks, most living with disabilities).</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Received nutrition, cooking, and food budgeting/grocery shopping education to better inform their nutritional health practices after the program.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>Increased supports directed specifically to Black Trans &amp; Non-Binary people living with disabilities.</li> <li>Supported collaboration between a Black-mandated organization and a larger organization within the non-profit sector.</li> </ul>	COMPLETE (Year 5)
5	5.2 Improve the quality and effectiveness of health and community services for Black Torontonians. Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.	Social Development (SD) - CABR	Beitie-Seb (family) Food Program for Seniors. Funded Art + Health to deliver fresh, culturally appropriate food to Ethiopian and Eritrean seniors every week for 10 weeks. <ul style="list-style-type: none"> <li>Food delivery to 35 households over 10 weeks</li> </ul>	<ul style="list-style-type: none"> <li>Received short-term, culturally appropriate emergency food supports to some of the most vulnerable members of Toronto's Black communities (Black seniors).</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Received short-term, culturally appropriate emergency food supports to some of the most vulnerable members of Toronto's Black communities (Black seniors).</li> </ul> Group/Interpersonal	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
services for Black Torontonians.	services to underserved neighbourhoods and populations of Black Torontonians.		<ul style="list-style-type: none"> <li>Art + Health was funded \$0.02 million (worked with the Canadian Centre for Victims of Torture (CCTV) and FoodShare)</li> </ul>		<ul style="list-style-type: none"> <li>Increased supports directed specifically to continental Africans, Black newcomers, and Black seniors.</li> <li>Supported collaboration between a Black-mandated organization and a larger organization within the non-profit sector.</li> </ul>	
5 Improve the quality and effectiveness of health and community services for Black Torontonians.	5.2 Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.	Social Development (SD) - CABR	<p>Food for the North Youth Farm Program.</p> <ul style="list-style-type: none"> <li>The program engaged Black youth in land-based leadership and learning through workshops, intergenerational knowledge exchange with Black elders and food leaders, and initiatives to foster safe mental health and wellness spaces. The program fostered relationships with broader community institutions and engaged the local community through developing and cultivating partnerships.</li> <li>Afri-Can FoodBasket was funded \$0.1 million in March 2022 for the program.</li> <li>The program included: 25 meetings, 10 Public presentations, 25 outreach engagements with Black youths, Youth and residents planted garlic at 2 community locations (Glen Garden Co-Op, Ujamaa Learning Farm Expansion), 25 presentations were delivered to B3 community organizations and community Health Centers</li> <li>Program partners included: Black Health Alliance, CAFCAN, JCA, Glen Garden Co-Op, Toronto Urban Growers, BFST, TCHC, Pan-Canadian Black Food Sovereignty Caucus (PCBFS), Black Food Access Network</li> </ul>	<ul style="list-style-type: none"> <li>Access to produce / culturally relevant food produced from the program.</li> <li>Program participants acquire knowledge and skills related to land-based urban agriculture.</li> <li>Sharing knowledge and resources between Black-serving organizations in and out of the food sector.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Creating intergenerational relationships between Black youth and Black Leadership / Knowledge Keepers based on the exchange of culturally relevant educational content.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Creating and enhancing partnerships and networks between Black-serving organizations.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Enhanced engagement between City and Black-serving, Black-focused, and Black-led organizations.</li> <li>Increased and expanded public education on BFS in Canada.</li> <li>Increased socialization of food as a social determinant of health to the public.</li> </ul>	COMPLETE (Year 5)
5 Improve the quality and effectiveness of health and community services for Black Torontonians.	5.2 Replicate and expand effective models of Black-led health and community services in underserved neighbourhoods and among Black Torontonians.	Social Development (SD) - ASRU	<p>Deliver the Toronto Community Crisis Service (TCCS), a community-based, client-centred, trauma-informed, 24/7 non-police crisis response service supported by community anchor partners for individuals experiencing mental health emergencies and wellness checks.</p> <ul style="list-style-type: none"> <li>Provided funding, physical space, vehicles, harm reduction supplies, clothing, food, and other critical materials to support the delivery of TCCS across the city.</li> <li>Partnered with four community anchor organizations, including TAIBU Community Health Centre, which provides Afrocentric mental health and crisis services throughout Scarborough, and CMHA Toronto Branch, which leads a network of Black-serving organizations.</li> <li>Convened community partners for strategic guidance and supported each anchor partner in hosting local advisory tables of community members to inform service delivery.</li> <li>Engaged in intergovernmental advocacy by requesting that the Province of Ontario adopt the 75/25 cost-sharing model used in public health to fund expansion and sustainability of TCCS.</li> </ul>	<ul style="list-style-type: none"> <li>From March 31, 2022, to December 31, 2024, the TCCS has received 23,962 calls for service. In total, 19,993 (83%) calls for service were dispatched.</li> <li>From all 911-source dispatches (i.e., 911-source dispatches where no police were observed by crisis workers), the diversion rate for calls for service was 78% or 6,827 calls for service with no police involvement and 95% satisfaction rate from users.</li> <li>Crisis teams completed 2,936 post-crisis follow-ups and connected 1,160 individuals to long-term case management supports.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black Torontonians received care rooted in cultural relevance, trauma-informed practice, and non-police intervention, supporting dignity and healing in moments of crisis.</li> <li>Afrocentric and West Indian/Caribbean-specific follow-up supports contributed to greater personal wellness, cultural affirmation, and stability for service users.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Increased group-level awareness of the TCCS within Black communities, especially in Scarborough and North York, supported stronger community knowledge of and trust in the program.</li> </ul>	COMPLETE (Year 5)

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			<ul style="list-style-type: none"> <li>Completed year one evaluation to assess client satisfaction, service outcomes, and culturally relevant follow-up supports.</li> </ul>	<ul style="list-style-type: none"> <li>Of the 300 culturally relevant supports provided during follow-up, 20% were Afrocentric or West Indian/Caribbean-specific, such as access to Black physicians, culturally specific food, and referrals to culturally grounded wellness programs.</li> </ul>	<ul style="list-style-type: none"> <li>Advisory tables created meaningful avenues for community members to provide feedback and shape the evolution of crisis services.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Established a new model of municipal crisis response that repositions care, cultural relevance, and equity at the centre of service delivery.</li> <li>Strengthened institutional relationships between the City and Black-led health providers through funding, strategic collaboration, and program design rooted in anti-Black racism frameworks.</li> <li>Institutionalized Afrocentric approaches to mental health within mainstream crisis infrastructure.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Transformed the landscape of emergency mental health services in Toronto by offering a scalable, non-police response model for communities disproportionately affected by police violence.</li> <li>Demonstrated a successful municipal model of partnership with Black organizations, reinforcing the City's long-term commitment to community investment and equity-based public health.</li> </ul>	
5 Improve the quality and effectiveness of health and community services for Black Torontonians.	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 (TPL)	<p>TPL partnered with the Black Men's Therapy Fund to deliver a pilot program titled "Regrowing Store-Bought Herbs and Vegetables" at the Sanderson branch.</p> <ul style="list-style-type: none"> <li>The program engaged 10 participants and aimed to raise awareness about Black Food Sovereignty, food sustainability, and self-sufficiency.</li> <li>Participants learned practical skills to regrow herbs and vegetables commonly used in African and Caribbean cuisines, increasing their ability to access culturally relevant food options and connect with ancestral knowledge practices.</li> <li>The program also served as a test case for future food-related partnerships and educational offerings across underserved neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>The community education program aligned with the Black Food Sovereignty Plan (Recommendation #5, Action #41), focused on culturally relevant food literacy and sustainability.</li> <li>Participants left the program with knowledge and tools to begin growing their own herbs and vegetables at home.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Participants gained practical skills in food sustainability and reconnected with Black cultural practices of self-sufficiency, gardening, and land stewardship.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>The session created a space for shared learning and collective exploration of Black food culture and sustainability practices.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TPL's partnership with a Black-led organization to deliver content rooted in Black food sovereignty reflects a meaningful alignment with</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
					<p>community priorities and emerging public education models.</p> <ul style="list-style-type: none"> <li>This initiative advanced the implementation of the City's Black Food Sovereignty Plan, making libraries active contributors to community health and justice initiatives.</li> </ul>	
<p>5 Improve the quality and effectiveness of health and community services for Black Torontonians.</p>	<p>5.2 Replicate and expand effective models of Black-led health and community services to underserved neighbourhoods and populations of Black Torontonians.</p>	<p>Toronto Children's Services (TCS)</p>	<p>Implemented the EarlyON Innovation Grant: Programming for Black Children and Families.</p> <ul style="list-style-type: none"> <li>In 2023-2024, TCS provided an extension of the funding cycle for the Innovation Grant Pilot Project into its second year (\$1.666 million) to EarlyON service providers to provide culturally responsive programming and services through community-centred models and partnerships.</li> <li>Pilot included 12 EarlyON organizations and partnerships with 4 Black-mandated organizations. They developed and implemented pilot of culturally responsive and appropriate programming for Black children and families, including early literacy, numeracy, drop-in, outreach, etc.</li> <li>Programs included: (1) Specialized Literacy Programs; (2) Specialized Parenting Workshops; (3) Specialized Drop-In Programs for Black Children and Families (4) Doula Program for Community (5) Drop-in programs for Francophone-identifying Black Children and Families.</li> <li>Developed Community of Practice (COP) to share approaches to developing and implementing culturally safe programming for Black Children and families.</li> <li>4 COP training sessions held. Each attended by 35+ program managers, staff from EarlyON partners, and staff from Black-Mandated organizations. One session featured guest speaker Dr. Beverly-Jean Daniel and provided an overview of practical solutions for improving the pedagogical approach and providing appropriate resources to staff, children and parents.</li> </ul>	<ul style="list-style-type: none"> <li>Needs assessments and grant outcomes will inform the launch of two (2) Black EarlyON Child and Family Centres.</li> <li>Empowered 12 EarlyON service providers and 4 Black-mandated organizations to deliver culturally responsive programs (e.g., literacy, parenting, Francophone-specific).</li> <li>Fostered meaningful community partnerships and increased availability of safe, identity-affirming programming for Black children and families.</li> <li>Families described outcomes such as "a sense of community," "support networks," and "safe learning spaces."</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened partnerships with Black-Mandated organizations in a consultative framework and partnership.</li> <li>Increased availability of culturally safe programming and services for Black children and families.</li> <li>Enhanced engagement, empowerment, and support for Black communities through targeted initiatives.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Integration of cultural wealth building opportunities in EarlyON Programs.</li> <li>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.</li> <li>An enhanced response from EarlyON service providers to meet the needs of Black children and their families in a meaningful and intentional way.</li> </ul>	<p>COMPLETE (Year 5)</p>
<p>5 Improve the quality and effectiveness of health and community services for Black Torontonians.</p>	<p>5.3 Regularly update 211 directory with community-based services for Black Torontonians.</p>	<p>Findhelp   211  Community Service Partnership (CSP) – Core Social</p>	<p>Communication, Outreach and Partnerships. Findhelp   211 recognizes diversity within Black communities.</p> <ul style="list-style-type: none"> <li>The Communications and Outreach team continues to provide outreach to several Francophone agencies in Toronto who serve Black/African Francophone speaking communities, including but not limited to: <ul style="list-style-type: none"> <li>Université de l'Ontario Français,</li> <li>Salon du Livre de Toronto</li> <li>Collège Boréal</li> </ul> </li> <li>Findhelp Service Navigation staff receive anti-Black Racism training and are</li> </ul>	<ul style="list-style-type: none"> <li>Build stronger relationships with Black-led and Black-serving organizations</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Building trust in 211 supports within the Francophone sector in Toronto, where service to African communities is high.</li> </ul>	<p>COMPLETE (Year 5)</p>

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
		Development Funding	trained to help members of Black communities navigate services.			
9	9.2 Improve support models to better address the specific needs of Black seniors, newcomers, people living with HIV/AIDs, people with disabilities, and Francophone women. Increase settlement sector knowledge of programs and services for Black newcomers.	Toronto Public Library (TPL)  Social Development (SD)	Provide training and resources to Library Settlement Partnership (LSP) workers on anti-Black racism and culturally responsive supports for Black newcomers, in partnership with the Confronting Anti-Black Racism (CABR) Unit. <ul style="list-style-type: none"> <li>In September 2023, TPL partnered with the CABR Unit to deliver a presentation on anti-Black racism to 30 participants, including TPL staff, Settlement Workers from partnering agencies, and contacts from the broader Ontario LSP network. <ul style="list-style-type: none"> <li>This session was held as part of the annual Fall Professional Development event and focused on equipping frontline staff with a stronger understanding of how anti-Black racism impacts Black newcomers and how to better support them through library services and referrals.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Participants increased their understanding of anti-Black racism as it relates to immigration, settlement, and service access.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>The training improved the ability of LSP and TPL staff to offer culturally responsive, client-centred support and to identify and address barriers Black newcomers may face.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>The training fostered shared learning across library and settlement teams, enhancing collaboration and relationship-building between TPL and its LSP partners in support of Black community members.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>The inclusion of anti-Black racism training in LSP professional development represents a step toward embedding equity into settlement service delivery.</li> </ul>	COMPLETE (Year 5)
9	9.3 Improve support models to better address the specific needs of Black seniors, newcomers, people living with HIV/AIDs, people with disabilities, and Francophone women. Ensure Black newcomers are represented in the Toronto Newcomer Strategy and the Integrating Cities Charter.	Social Development (SD) – Toronto Newcomer Office (TNO)	Embedding an Anti-Black Racism (ABR) Lens into the implementation of the Toronto Newcomer Strategy 2022–2026. <ul style="list-style-type: none"> <li>Collaborated with the CABR Unit to embed an ABR lens across implementation.</li> <li>Focused on improving equitable access to newcomer services through staff training, outreach, and communications, and on integrating ABR considerations into AccessTO and Newcomer Access Plans, including barrier analysis and actions.</li> </ul> Refugee Capacity Plan – Engagement of Black-Mandated and Faith-Based Communities. <ul style="list-style-type: none"> <li>During the 2023-2024 activation of the Refugee Capacity Plan, TNO worked in collaboration with Divisional partners, including TSSS, TESS, Housing Secretariat, Toronto Emergency Management, Toronto Public Health and others, to prioritize supports for Black newcomers, particularly African refugee claimants, who represented the majority of arrivals at that time.</li> <li>Interdivisional coordination enabled on-site service navigation at City-funded shelter-hotel sites, including health and vaccination supports delivered in partnership with City divisions.</li> </ul>	<ul style="list-style-type: none"> <li>Policy development and service delivery increasingly reflect the specific needs of Black newcomers.</li> <li>Access to City programs, services, and decision-making processes improved through targeted outreach and equitable practices.</li> <li>Strengthened the capacity of Black-led organizations to serve refugee claimants, particularly those from African countries.</li> <li>Improved public-private partnerships to mobilize funding and services for racialized communities in crisis.</li> </ul>	Institutional/Organizational <ul style="list-style-type: none"> <li>The strategy represents a shift toward equity-informed municipal planning that centers race and inclusion, ensuring Black newcomers are reflected in service and program access.</li> <li>Demonstrates a municipal commitment to equity in refugee support, breaking with race-neutral approaches by centering Black-led leadership in policy and funding tables.</li> <li>Shaped a municipal voice that centers race, gender, and labour in immigration advocacy.</li> <li>Builds a foundation for long-term structural change, acknowledging the racial disparities affecting Black newcomers and ensuring the strategy responds to these lived realities.</li> </ul>	COMPLETE (Year 5)

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			<ul style="list-style-type: none"> <li>Black-mandated and faith-based organizations were prioritized as participants in the City’s Community-Agency Table, a centralized platform to connect about the ongoing increase in arrivals of refugee claimants to Toronto. The table provided a space to share information, raise questions and urgent issues, and contribute to broader situational awareness of continued arrivals. International Revival Church, Dominion Church International, Black Creek CHC, Ethiopian Association of Toronto, Rwandan Canadian Healing Centre, Network for the Advancement of Black Communities, were among the participants.</li> <li>Black-mandated and faith-based organizations were prioritized through City-community coordination tables to deliver culturally responsive supports.               <ul style="list-style-type: none"> <li>In 2023, Social Development provided one-time funding of \$0.3 million to B3 agencies, administered by Delta Family Resource Centre, to address urgent, essential and unmet needs of African refugee claimants in Toronto. The fund was used to address food security, winter supplies and health-services support.</li> </ul> </li> <li>The DonateTO webpage was launched to facilitate public contributions to organizations supporting refugee claimants, including 18 Black-led organizations</li> <li>The United Way’s African Resettlement Emergency Fund was launched August 9, providing financial support to 42 organizations serving Black refugee claimants. The Toronto Newcomer Office connected the WES Mariam Assefa Fund to this initiative, which facilitated a \$0.1 million contribution from WES.</li> </ul>			
9 Improve support models to better address the specific needs of Black seniors, newcomers, people living with HIV/AIDs, people with disabilities, and	9.3 Ensure Black newcomers are represented in the Toronto Newcomer Strategy and the Integrating Cities Charter.	Toronto Shelter and Support Services (TSSS)	<ul style="list-style-type: none"> <li>In 2024 and 2025, the City, through TSSS, fully reimbursed Black-led churches and agencies for their costs incurred to provide shelter to refugee claimants who arrived in Toronto in 2023, who were predominantly from Africa.</li> <li>Following the sudden increase in refugee claimant arrivals in 2023, TSSS continued working closely with these churches and agencies to support their capacity building and the potential operational engagement in the future.</li> <li>In 2025, TSSS established the first Francophone shelter in Ontario, specific to Francophone refugee claimants of African descent, with the capacity of 50 beds. A comprehensive range of programs and wraparound supports, such as housing and income assistance, employment, and skills development opportunities, are available for residents in French. The meal program is culturally sensitive, offering ethno-specific meals tailored to residents’ needs.</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to culturally responsive and linguistically appropriate shelter and settlement supports for Black refugee claimants and newcomers, including Francophone residents of African descent.</li> <li>Strengthened collaboration between TSSS and Black-led faith and community organizations supporting refugee claimants.</li> <li>Increased capacity of community partners to provide shelter, culturally relevant services, and wraparound supports to Black newcomer populations.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Black refugee claimants and newcomers receive culturally responsive shelter, services, and wraparound supports that enhance safety, dignity, and access to settlement pathways, including housing, employment, and income supports.</li> </ul> Group <ul style="list-style-type: none"> <li>Strengthened partnerships between the City and Black-led faith communities, and agencies that provide culturally grounded support to newcomers, reinforcing trusted community networks and collaborative service delivery.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>The shelter system adapts its service model to better respond to the linguistic, cultural, and</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
Francophone women.					settlement needs of Black newcomer populations, including the establishment of Francophone services and formal partnerships with community-based organizations. Community/Society <ul style="list-style-type: none"> <li>Investments in culturally responsive shelter and settlement supports contribute to stronger integration outcomes for Black newcomers and reinforce Toronto's broader commitment to equity and responsive newcomer services.</li> </ul>	
9 Improve support models to better address the specific needs of Black seniors, newcomers, people living with HIV/AIDs, people with disabilities, and Francophone women.	9.6 Provide culturally appropriate supports to address violence against women of African descent in Francophone communities.	Social Development (SD) – Toronto Newcomer Office (TNO)	Throughout 2023, the Toronto Newcomer Office (TNO) developed a working relationship with the Comité Local en Immigration Francophone de Toronto (CLIF), a network of 25 Francophone organizations that promote the successful settlement of French-speaking newcomers to Toronto. <ul style="list-style-type: none"> <li>In September 2023, the TNO hosted an event for Francophone settlement organizations, aimed at showcasing City services and programs.               <ul style="list-style-type: none"> <li>Included a presentation from the Community Funding Unit on funding opportunities available through Social Development, including the Black Mandated Funding Framework, supporting Black-led, Black-serving, and Black-mandated organizations.</li> <li>Francophone organizations supporting women of African descent experiencing violence, including La Maison, Oasis Centre des Femmes, and MOFIF, were in attendance.</li> </ul> </li> <li>In November 2023, TNO collaborated with the CABR Unit to host an orientation session on the Black Resilience Cluster specifically for B2 and B3 Francophone organizations. La Maison and Oasis Centre des Femmes participated in this session.</li> <li>TNO intentionally outreached to B3 organizations to participate in the Toronto Newcomer Day information fair, with participation from agencies such as Oasis Centre des Femmes and La Maison.</li> <li>In August 2024, TNO organized an information session with Children's Services for clients at La Maison. The session focused on EarlyON and the Child Care Fee Subsidy. In November 2024, this session was held with caseworkers from Oasis Centre des Femmes.</li> <li>TNO organized a French-language session on the Black Mandated Funding Framework at the time of the program's launch to improve accessibility. The session was attended by 15 Francophone B3 organizations including VAW organizations. TNO also supported the Community Funding Unit's engagement</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of City resources and funding streams among Francophone organizations serving Black women.</li> <li>Strengthened relationships between City divisions and Francophone service providers, enabling greater alignment in addressing gender-based violence in culturally appropriate ways.</li> <li>Built capacity for Black Francophone women's organizations to lead and access targeted supports for their communities.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Women of African descent in Francophone communities' benefit from increased visibility and representation in funding conversations and resource planning.</li> </ul> Group/Community <ul style="list-style-type: none"> <li>Strengthens cross-sectoral collaboration between Francophone, newcomer, and Black-mandated organizations, ensuring culturally specific service responses are supported and resourced.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>Demonstrates the City's commitment to culturally and linguistically inclusive service delivery, especially for Black Francophone women experiencing violence.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<p>sessions on the Community Services Partnership program, facilitating outreach, interpretation and note-taking for 21 Francophone organizations, including VAW organizations.</p>			
10 Improve shelter and housing conditions to better support Black Torontonians.	10.2 Apply an Anti-Black Racism Analysis to shelter standards and procedures.	Toronto Shelter and Support Services (TSSS)	<ul style="list-style-type: none"> <li>Collect data to inform revision of Toronto Shelter Standards to better serve Black service users. Consultations included internal and external stakeholders.</li> <li>Service Planning and Integrity (TSSS) staff analyzed qualitative data from client and staff consultations and developed a Client and Staff Consultation Report</li> <li>TSSS developed draft “CABR Standards” based on consultation data. 52 proposed standards were identified across eight key areas including: Capacity building, Policy development, Complaints process, Admissions and discharges, Client engagement, Community partnerships, Client-focused resources, culturally relevant food.</li> <li>Share Draft with Internal and External Stakeholders for feedback through a temporary Advisory Committee of Black leaders in the homelessness services sector.</li> <li>Launched the Toronto Shelter Standards and secured executive-level approval for implementation of the TSS Directive.</li> <li>Designed and implemented a Communication Plan to disseminate the Toronto Shelter Standards, which included: FAQ documents, updated web content, social media posts and emails, and Webinars for shelter staff.</li> <li>Launched the Toronto Shelter Standards to the homelessness services sector, updated online CABR webpage and sent sector-wide communications, and held webinars to inform and train staff across the network.</li> <li>Developed a Knowledge Exchange Table (Best Practices Table) to support sector-wide implementation of the CABR Directives. It provides a space for shelter providers to share best practices, inform initiatives and strengthen service delivery.</li> <li>Provided multi-year funding to support implementation of CABR shelter standards (e.g., including culturally appropriate food, culturally appropriate hygiene products)</li> <li>Developed a draft of Considerations to support shelter providers in applying an ABR lens when developing programs and policies</li> <li>Developed anti-harassment posters for sector-wide distribution</li> </ul>	<ul style="list-style-type: none"> <li>Increased divisional understanding of CABR-related needs and the importance of creating welcoming environments for Black clients.</li> <li>Greater awareness across the sector of the need to confront anti-Black racism through updated Toronto Shelter Standards.</li> <li>Clear framework developed for what ABR-aligned service standards should look like.</li> <li>Increased understanding within the division of how the existing Toronto Shelter Standards needed to evolve to address anti-Black racism.</li> <li>Increased sector-wide awareness of the forthcoming updates.</li> <li>Deepened understanding within the division of implementation challenges such as sector readiness and resource needs.</li> <li>Division is now fully prepared for rollout of Toronto Shelters Standards.</li> <li>Created institutional clarity on how to better serve Black clients through revised policies.</li> <li>Shelter staff and leadership received clear guidance and messaging on what the CABR standards entail and how to implement them.</li> <li>Increased knowledge and access to CABR standards across almost 100 shelter providers.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black clients had the opportunity to share their lived experiences and influence how services are delivered.</li> <li>Black shelter clients can now expect improved, more culturally responsive care.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Fostered a culture of listening, accountability, and relationship-building between clients, staff, and the division.</li> <li>Strengthened co-development and co-ownership of standards with Black leaders and organizations.</li> <li>Enabled staff across shelters to prepare for conversations and training around anti-Black racism.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Staff began discussing how to operationalize feedback to improve services.</li> <li>Division moved from analysis to action, embedding anti-Black racism into formal policy.</li> <li>Increased buy-in and alignment across City divisions and service partners.</li> <li>Demonstrated readiness to lead implementation and accountability measures around anti-Black racism in the shelter sector.</li> <li>Ensured the rollout was accompanied by practical supports and communication infrastructure.</li> <li>Provided shelter operators with policy and training tools to operationalize equity.</li> <li>Establishment of standards designed to positively affect nearly 100 shelters city-wide.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
				<ul style="list-style-type: none"> <li>• Provided guidance and support structures to help shelter staff implement the changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Large-scale institutional reform directly aimed at dismantling anti-Black racism in housing support services and shelter systems.</li> <li>• Increased sector awareness and understanding of anti-Black racism and its impacts on Black shelter users, supported by practical guidance and shared best practices aligned with the Toronto Shelter Standards.</li> <li>• Improved capacity of shelter service providers to operationalize CABR principles, through access to targeted funding, implementation tools, and training that support policy, procedural, and practice-level changes.</li> <li>• Strengthened collaboration between the homelessness service system manager, shelter providers, and community partners, laying the groundwork for sustained implementation and continuous improvement of anti-Black racism initiatives in the shelter system.</li> </ul>	
10 Improve shelter and housing conditions to better support Black Torontonians.	10.3 Ensure shelter staff are trained on anti-Black racism as a trigger to mental illness.	Toronto Shelter and Support Services (TSSS)	<p>Required people leaders in City operated shelter programs to complete 28 hours of Anti-Oppression Psychotherapy training, strengthening leadership capacity to recognize and respond to anti-Black racism as a contributor to mental health distress.</p> <ul style="list-style-type: none"> <li>• Coordinated and delivered Anti-Oppression Psychotherapy training for non-union staff working in directly operated shelters, tailored to the shelter environment.</li> <li>• Conducted an environmental scan to identify qualified expert facilitators with demonstrated experience addressing the impacts of anti-Black racism on mental health within shelter contexts.</li> <li>• Engaged expert facilitators to adapt and tailor training content to the specific needs of TSSS Black staff and ally staff, ensuring relevance, cultural responsiveness, and trauma-informed delivery.</li> </ul> <p>Partnered with Black experts to develop a comprehensive sector-focused training on anti-Black racism and mental health for City-funded community shelter partners.</p> <ul style="list-style-type: none"> <li>• Identify and secure appropriate facilitators and training environments.</li> <li>• Established a bi-weekly Action Item 10.3 working group to guide implementation, share feedback, and support coordination across teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased staff knowledge and awareness of anti-Black racism as a determinant of mental illness, particularly within shelter environments serving Black communities.</li> <li>• Enhanced capacity of shelter staff and leadership to recognize, respond to, and mitigate the mental health impacts of anti-Black racism, through applied psychotherapy-informed and anti-oppression training.</li> <li>• Improved consistency in staff approaches to mental health and wellness for Black shelter users, supported by shared training, practical scenarios, and complementary learning resources.</li> <li>• Greater organizational readiness to address race-based trauma and</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>• Increased self-awareness among staff—particularly Black staff—of how anti-Black racism operates as a chronic stressor and trigger for mental distress, validating lived experiences rather than individualizing harm.</li> <li>• Enhanced personal capacity to recognize race-based trauma, microaggressions, and systemic harm as legitimate contributors to mental illness, reducing internalized blame and stigma for both staff and clients.</li> <li>• Strengthened emotional and psychological safety for Black staff, as training content is tailored to their realities and supported by pre- and post-training resources that acknowledge racialized trauma and promote healing.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<ul style="list-style-type: none"> <li>Created complementary pre- and post-training supports, including identification of additional resources, to reinforce learning and support staff well-being and skill retention.</li> <li>Developed a multi-year CABR training budget, including funding to support sector-wide training delivery and Black-focused initiatives that promote Black client mental health and well-being aligned with revised TSS CABR Directives.</li> <li>Supporting TSSS staff in achieving almost 100% compliance on mandatory CABR training</li> <li>Trained operational people leaders to respond to anti-Black racism incidents that occur in the workplace through our Incident Management Training from an anti-Black Racism Lens for People Leaders</li> </ul>	<p>mental health needs, as staff are better equipped with culturally responsive, trauma-informed tools and frameworks.</p> <ul style="list-style-type: none"> <li>Strengthened collaboration between homelessness service system manager and purchase of service providers, laying the foundation for sustainable, sector-wide access to CABR-aligned mental health training</li> <li>Early shifts in shelter practice and workplace culture, including increased confidence among staff to engage in conversations and interventions related to anti-Black racism and mental health.</li> </ul>	<ul style="list-style-type: none"> <li>Greater confidence and skill among individual staff and people leaders to respond compassionately and appropriately to Black clients experiencing mental health challenges rooted in experiences of racism.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Shared understanding among staff teams of anti-Black racism as a collective issue rather than an individual failing, promoting solidarity and reducing harmful narratives about Black mental health.</li> <li>Improved group cohesion and trust, particularly between Black staff and ally staff, through shared learning experiences that centre lived experience, cultural humility, and relational accountability.</li> </ul> <p>Institutional/Community</p> <ul style="list-style-type: none"> <li>Increased organizational accountability through mandatory training requirements, leadership participation, and alignment with CABR Directives and Toronto Shelter Standards.</li> <li>Strengthened institutional capacity to deliver culturally responsive, trauma-informed mental health supports, improving conditions for Black clients across directly operated shelters.</li> <li>Reinforcement of community trust as shelters demonstrate commitment to addressing the root causes of mental health inequities affecting Black communities, rather than relying solely on crisis intervention.</li> </ul>	
10 Improve shelter and housing	10.4 Create safe spaces within new LGBTQ2S shelters for Black	Toronto Shelter and Support Services (TSSS)	<p>Incorporate feedback on safe/safer spaces into an updated version of the Shelter Design and Technical Guidelines (SDTG).</p> <ul style="list-style-type: none"> <li>Infrastructure Planning and Development, in collaboration with TSSS, hired a facilitator to conduct consultations with the Black community and LGBTQ2S+ communities on shelter design and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from Black staff, Black clients, and Black 2SLGBTQ+ communities directly influenced the shelter design guidelines.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black queer and trans youth will have access to a shelter space explicitly designed for their safety, dignity, and identity affirmation.</li> </ul> <p>Group/Interpersonal</p>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
conditions to better support Black Torontonians.	queer and trans youth.		<ul style="list-style-type: none"> <li>Conducted a jurisdictional scan of existing literature and best practices on safe space design.</li> <li>Feedback from consultations was incorporated into the revised Shelter Design and Technical Guidelines (SDTG).</li> <li>A community-informed definition of “safe space” was included in the updated SDTG.</li> <li>The Homelessness Service Capital Infrastructure Strategy was developed to guide strategic capital investment decisions that support safer shelter environments.</li> <li>Updated SDTG guidelines now inform the design and renovation of shelters to better support youth, Black and 2SLGBTQ+ individuals.</li> <li>Toronto Shelter Standards continue to direct shelter providers to support transgender clients’ access to gender-affirming sleeping and washroom areas.</li> <li>New directives through Toronto Shelter Standards were issued to better support clients who identify as 2SLGBTQ+ that speaks to capacity building, policy development, basic needs, creating safer spaces, client-focused resources and supports, collaboration and community partners</li> <li>A new shelter was added to the system capacity to better support 2SLGBTQ+ youth experiencing homelessness, aligning with and strengthening the division’s existing mandate to support 2SLGBTQ+ youth.</li> </ul>	<ul style="list-style-type: none"> <li>Public release of updated SDTG occurred in Q2 2023, increasing transparency and accountability.</li> </ul>	<ul style="list-style-type: none"> <li>The updated SDTG promotes inclusive design and group norms, reducing risks of violence, erasure, or misgendering in communal living environments.</li> <li>The engagement process fostered dialogue between stakeholders, service users, and system planners, increasing shared ownership of outcomes.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Revised Toronto Shelter Standards increased expectations for shelter providers to support 2SLGBTQ+ youth</li> <li>Institutionalized an equity-informed infrastructure planning model through the SDTG and Homelessness Services Capital Strategy.</li> <li>Created systems to ensure ongoing assessment and responsiveness to Black community input across design and planning.</li> </ul>	
10 Improve shelter and housing conditions to better support Black Torontonians.	10.5 Collect race-based data on homelessness, particularly on the needs of Black queer and trans youth for shelters support services planning.	Toronto Shelter and Support Services (TSSS)	<p>Complete Street Needs Assessment (SNA) Analysis and Research Outputs.</p> <ul style="list-style-type: none"> <li>TSSS included a racial identity question in 2021 and added a 2SLGBTQ+ question in the 2024 SNA. Conducted analysis of Black people experiencing homelessness using 2021 &amp; 2024 SNA data.</li> <li>Developed and presented a research highlights slide deck to TSSS staff. Consulted with the divisional CABR team to create racial identity questions.</li> </ul> <p>Establish Coordinated Access, Regular Reporting, and information sharing Intervals on Prioritization with Community Partners.</p> <ul style="list-style-type: none"> <li>Implemented equity-based Prioritization Policy across PATHS and Rapid Rehousing portfolios.</li> <li>Set a target of 25% of all direct matches to housing for Black people experiencing chronic homelessness.</li> <li>Developed reporting materials, shared outcomes with CABR, TSSS Senior Management, TICAB, and TAEH.</li> <li>Conducted Plan-Do-Study-Act (PDSA) learning cycle with TAEH to increase the collection of racial identity information at target sites.</li> </ul> <p>Engaged Data for Equity unit for racial identity data governance &amp; guidance</p>	<ul style="list-style-type: none"> <li>Greater understanding across the division of the specific service access challenges faced by Black clients.</li> <li>Enhanced collaboration with community partners to improve future data collection, inclusion, and dissemination.</li> <li>Supports community ownership and interpretation of race-based findings.</li> <li>Improves relevance, trust, and inclusivity of future SNA survey design and implementation.</li> <li>Institutionalized equity of outcomes regarding City-funded housing resources</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>TSSS staff gained improved awareness of the lived experiences of Black clients in shelter and housing systems, including Black queer and trans youth.</li> </ul> <p>Black clients have increased access to housing opportunities through intentional equity targets.</p> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened relationships and shared decision-making between City divisions and Black communities.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Race-based and disaggregated data now directly inform policy development and equity-focused service planning.</li> <li>Builds a more inclusive data culture, embedding community consultation into research planning.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<ul style="list-style-type: none"> <li>Met with Black Resilience Cluster to discuss opportunities to use racial identity information to drive equity of outcomes at the system, program and household level</li> </ul>	<ul style="list-style-type: none"> <li>Reinforced data transparency and accountability through regular community-facing reports.</li> <li>Ensures that data processes related to Black homelessness are community-informed.</li> <li>Builds long-term advisory infrastructure for confronting anti-Black racism in homelessness policy and research.</li> <li>Better understanding of the complexities of the intersectionalities of collecting race-based data for Black communities, particularly around the nuances around Black refugees &amp; Black non-refugees experiencing homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated Access now embeds anti-Black racism accountability mechanisms through data and reporting.</li> <li>Embedded Black-led advisory input into data systems, shaping how TSSS defines, analyzes, and responds to racial inequities.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Public dissemination of the data supports transparency, sector accountability, and community-led advocacy for system change.</li> <li>Supports broader systems change to reduce racial disparities in homelessness outcomes.</li> <li>Ensures sustained, formalized roles for Black communities in shaping the systems that impact them most.</li> </ul>	
10 Improve shelter and housing conditions to better support Black Torontonians.	10.6 Create safe spaces within women’s and family shelters for women of African descent.	Toronto Shelter and Support Services (TSSS)	<p>Establish and Facilitate Client Advisory Group (CAG).</p> <ul style="list-style-type: none"> <li>Facilitated 6 in-person sessions with women with lived/living experience of homelessness. Each session was structured as a working session to solicit feedback and co-develop outputs.               <ul style="list-style-type: none"> <li>Outcomes included: A working definition of safer spaces for Black women in Women’s and Family shelters; Co-developed resources to support Black women in shelters; Recommendations for creating safer spaces, piloting support programs for Black women, elevating Black women’s voices in shelter programs; Completion of a CAG Recommendations Report; Recommendations were incorporated into a draft “Guidelines to Safer Spaces” document</li> </ul> </li> <li>Shared back materials developed through CAG process and refined and finalized documents (e.g., safer spaces guidelines) with feedback from the advisory.</li> <li>Drafted physical and digital resource guide with community resources for Black women.</li> </ul> <p>Scoping Pilots – Partnerships in Parenting and Improved Services.</p> <ul style="list-style-type: none"> <li>Scoped pilot on staff’s role in safer spaces through a “Partnerships in Parenting” training.</li> <li>Pilot includes modules on Indigeneity, anti-Black racism, and child welfare.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporates lived experience directly into the creation of tools and guidance to improve shelter environments.</li> <li>Strengthens the relevance and legitimacy of policies and guidelines through direct community engagement.</li> <li>Ensures materials reflect the voices and experiences of those they are intended to serve.</li> <li>Validates and centers community knowledge before public sector dissemination.</li> <li>Improves awareness and accessibility of supports for Black women navigating shelter and community services.</li> <li>Provides clear language and guidance to inform future program and shelter development.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black women and families will have increased access to resources designed specifically to meet their needs.</li> <li>Supports self-advocacy and autonomy by informing women of relevant services.</li> <li>Clients see their lived realities reflected in definitions guiding service environments.</li> <li>Improves the care and safety experience of Black families in shelters.</li> <li>Supports those leading anti-Black racism work with tools.</li> <li>Staff feel equipped and supported in engaging with CABR.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Engaging diverse lived experience voices increased peer validation and collective empowerment.</li> <li>Builds collective capacity and reduces isolation in anti-racism work.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<ul style="list-style-type: none"> <li>Partnered with child protection agencies.</li> <li>Scoped pilot on improving partnerships with Black-serving agencies to support women in shelter settings.</li> <li>Held 4 in-person training sessions in November 2023 with pre- and post-evaluations.</li> </ul> <p>Guideline for Creating Safer Spaces for Women of African Descent.</p> <ul style="list-style-type: none"> <li>Developed a draft guideline document synthesizing all CABR 10.6 learnings intended for use by shelter providers serving women of African descent.</li> </ul>	<ul style="list-style-type: none"> <li>Increased frontline staff awareness of child welfare dynamics through an ABR lens.</li> <li>Enhanced relationships with Black-serving agencies to co-design better service models.</li> <li>Offers actionable recommendations and practices to foster safety and affirmation for Black women in shelter settings.</li> <li>Increased sector-wide knowledge and consistency in implementing CABR tools and values.</li> <li>Deepens CABR support across all levels of the division.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Staff awareness expanded; new resources are informing sector-wide practices for Black women's safety and dignity.</li> <li>Institutionalized inclusive review processes for client-facing resources.</li> <li>Demonstrates the City's commitment to resource accessibility through identity-specific support materials.</li> <li>Clearer policy direction grounded in intersectional community engagement.</li> <li>Builds a model for cross-sector collaboration rooted in ABR principles.</li> <li>Embeds ABR-informed strategies in everyday shelter operations across the City.</li> </ul>	
10 Improve shelter and housing conditions to better support Black Torontonians.	10.7 Apply an Anti-Black Racism Analysis to the Rent Supplement provision process to support equitable access to rent supplement program.	Housing Secretariat (HS)	<ul style="list-style-type: none"> <li>Race-based data collection questions were added to the Rent-Geared-to-Income application as of 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Review and report on race-based data for RGI applicants.</li> <li>Improved understanding of housing outcomes for Black RGI applicants.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Analysis of race-based data will support program improvements to ensure Black Torontonians are well-supported to apply for RGI housing and participate in the 'Choice-Based' process to secure RGI homes.</li> </ul>	ONGOING (Year 5)
10 Improve shelter and housing conditions to better support Black Torontonians.	10.8 Apply an Anti-Black Racism Analysis to the Rent Bank and Eviction Prevention in the Community Program	Housing Secretariat (HS)	<ul style="list-style-type: none"> <li>Program improvements</li> <li>Consultation and training were conducted: Phase 1 was completed in 2022 and included: a survey of Black staff and working with a CABR consultant to conduct 3 CABR capacity building trainings for frontline staff and senior leaders of agencies contracted by the City to provide eviction prevention programs. Agency senior leaders also received coaching in how to address ABR in their organization, for example, developing and implementing robust CABR Action Plans.</li> <li>Phase 2 was completed in 2024 and involved: a survey of Black clients of the EPIC program and Rent Bank applicants to better understand their experiences</li> </ul>	<ul style="list-style-type: none"> <li>Improved CABR staff training</li> <li>Program improvements were made to improve the application process</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Black clients participated in a process to centre their lived experiences and inform enhancements to existing programs.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Feedback from Black clients of the EPIC program and Rent Bank applicants was used to identify barriers related to anti-Black racism and implement program changes that streamline processes and improve accessibility, helping ensure systems and service delivery better</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			as they relate to anti-Black racism. The results were implemented in 2024 to make Rent Bank more accessible.		respond to the needs and experiences of Black residents.	

**Issue Area 3: Job Opportunities & Income Supports**

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
11 Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.1 Outreach to, recruit and hire diverse Black people to increase the number and retention of employees of African descent at the City of Toronto.	Toronto Transit Commission (TTC)	Staff recruitment. <ul style="list-style-type: none"> <li>Conducted recruitment outreach and information sessions to promote vacancies and training opportunities within TTC.</li> <li>Partnered with public schools, post-secondary institutions, and community organizations to inform Black communities about TTC careers.</li> <li>Developed and distributed accessible materials explaining TTC job requirements and application processes.</li> </ul>	<ul style="list-style-type: none"> <li>Increased visibility and awareness of TTC job and training opportunities.</li> <li>Improved access to information and reduced barriers for skilled applicants to apply for TTC roles.</li> <li>Growth in the pool of diverse, qualified applicants applying to TTC roles.</li> <li>Laid the foundation for greater retention by ensuring that applicants are better informed, prepared, and supported before entering TTC employment.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Black residents gained increased access to job knowledge, leading to greater self-confidence and preparedness when applying to the TTC.</li> <li>Individuals became more aware of the supports available to help them pursue meaningful careers in transit.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>Created new dialogues between TTC representatives and community groups, building trust and relational accountability.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>TTC integrated equity and inclusion goals into its recruitment strategy, showing a systemic shift toward dismantling barriers for Black applicants.</li> </ul> Community/Societal <ul style="list-style-type: none"> <li>Strengthened TTC's public commitment to equitable employment practices and inclusive workforce development.</li> </ul>	COMPLETE (Year 5)
11 Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.1 Outreach to, recruit and hire diverse Black people to increase the number and retention of employees of African descent	Toronto Public Library (TPL)	TPL is undertaking an Employment Systems Review (ESR) to examine recruitment, onboarding, and other HR processes through an Anti-Black Racism (ABR) lens. <ul style="list-style-type: none"> <li>In 2024, TPL will integrate a new Applicant Tracking System (ATS) that includes voluntary socio-demographic data collection from applicants. A cohesive plan is being developed to collect, analyze, and use this data to inform equity-focused HR strategies, including efforts to improve Black employee representation.</li> <li>On May 3, 2023, the HR Division completed the CABR 8-hour training course in person.</li> </ul>	<ul style="list-style-type: none"> <li>TPL's HR division has increased internal capacity to embed anti-Black racism analysis into hiring and talent development processes.</li> </ul>	Group/Interpersonal <ul style="list-style-type: none"> <li>Relationship-building with Black networks will help foster trust, understanding, and pathways for collaboration.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>The use of the Anti-Black Racism Analysis Tool, coupled with system-level changes like socio-demographic tracking, demonstrates TPL's shift toward structural equity.</li> <li>The internship initiative and recruitment review reflect a longer-term strategy to confront</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
	at the City of Toronto.		<ul style="list-style-type: none"> <li>On June 1, 2023, HR teams participated in a full-day team-building and planning session focused on integrating learnings into practice through the Anti-Black Racism Analysis Tool.               <ul style="list-style-type: none"> <li>The recruitment team identified key priorities to support Black talent development; Explore funding mechanisms and internal readiness to support the program; Begin relationship-building with Black organizations and professional networks to support future recruitment and outreach.</li> </ul> </li> </ul> <p>Employment Systems Review on hold due to cyberattack and other HR priorities in 2024.</p>		<p>underrepresentation and develop a diverse talent pipeline.</p> <ul style="list-style-type: none"> <li>By transforming how public institutions recruit, onboard, and develop staff, TPL contributes to broader societal shifts toward workforce equity.</li> </ul>	
11 Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.1 Outreach to, recruit and hire diverse Black people to increase the number and retention of employees of African descent at the City of Toronto.	People & Equity (P&E)	<p>Staff recruitment and advancement initiatives focused on Black talent.</p> <ul style="list-style-type: none"> <li>Delivered professional development workshops for employees, including sessions on networking, resume building, and goal setting.</li> <li>Supported Transportation Services in ideating and delivering a targeted job fair for Black candidates.</li> <li>Launched a recruitment campaign to source and successfully hired a Black Talent Specialist, responsible for targeted programming to attract, develop, and retain Black youth and professionals.</li> <li>Leveraged partnerships with the Corporate Communities of Inclusion networks to promote career development opportunities to Black staff with intersectional identities.</li> <li>Delivered two professional development workshops specifically for frontline employees in Children's Services.</li> <li>Launched and managed the TSSS Black Staff Mentorship Program.</li> <li>Hosted a Black Talent Job Fair in Q3 2023 in partnership with multiple City divisions and the TTC, resulting in 600 registrants.</li> <li>Helped plan and coordinate Black History Month (BHM) activities across 12+ City divisions, including communications planning with SPEC.</li> <li>Coordinated engagement activities for BHM 2023, resulting in 30+ events held across the City focused on Black excellence, leadership, and culture.</li> </ul>	<ul style="list-style-type: none"> <li>Developed a replicable job fair model that directly connects Black talent with City divisions.</li> <li>Increased professional development skills among Black staff, improving confidence and capacity in career advancement opportunities.</li> <li>Strengthened a City-wide culture of inclusion and racial equity through a unified Black History Month strategy.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Professional development workshops empowered Black employees to reframe their career goals, understand the transferability of their skills, and build readiness for future leadership and advancement opportunities.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The targeted Black Talent Job Fair demonstrated a cultural shift where diversity and inclusion are increasingly seen as shared organizational responsibilities across the City.</li> <li>The hiring of a Black Talent Specialist and City-wide engagement in BHM coordination reflected a systemic embedding of anti-Black racism work within the City.</li> </ul>	COMPLETE (Year 5)
11 Increase employment and training opportunities	11.2 Engage diverse Black experts and community members to	Toronto Transit Commission (TTC)	<p>CABR Training prioritized in all departments and divisions within TTC to advance equity, foster belonging, and support a culture of inclusion.</p> <ul style="list-style-type: none"> <li>Developed and launched TTC-wide CABR and EDIA training strategy across all divisions to address anti-Black racism, gender equity, and inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>TTC departments and divisions demonstrate a shared language and understanding of anti-Black racism and equity principles.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Employees increase awareness of how anti-Black racism manifests in their work and interpersonal dynamics.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
for Black Torontonians at the City of Toronto.	develop Anti-Black Racism training for all City staff and leaders with a focus in the areas of Human Resources practices, including recruitment, hiring, and retention.		<ul style="list-style-type: none"> <li>Delivered CABR training to over 1,400 Bus Operators.</li> <li>Trained 60 new Special Constables and Fare Inspectors.</li> <li>Provided CABR training to 100 Station Supervisors and 509 Non-Unionized Employees.</li> <li>Began development of TTC/Transit-specific CABR training modules with a Train-the-Trainer approach to support sustainable internal delivery capacity.</li> <li>Created training resources to enhance Management’s knowledge of Anti-Black racism and gender equity, with a focus on practical implementation and systems change.</li> <li>Promoted a cross-departmental equity approach by fostering increased collaboration across TTC units on inclusion and accessibility initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Increased organizational readiness to identify and address systemic and interpersonal bias in hiring, service delivery, and workplace culture.</li> <li>Cross-departmental collaborations increased significantly, resulting in integrated approaches to service equity and cultural change.</li> <li>Frontline and leadership staff have greater capacity to support riders and employees with equity-centred care, reducing incidents of discrimination.</li> <li>The Train-the-Trainer model lays the groundwork for sustained systems transformation.</li> </ul>	<ul style="list-style-type: none"> <li>Participants are more equipped to intervene when witnessing racism or exclusion in the workplace.</li> <li>Staff begin to explore their own biases and roles in creating inclusive environments.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TTC begins to institutionalize equity through regularized training and resource development.</li> <li>Leadership investment, including Executive-level EDIA training, signals a shift toward embedding anti-racism into corporate culture.</li> <li>Interdepartmental collaboration on training and inclusion initiatives strengthens the structural foundation for long-term change.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Riders and members of the public—particularly Black Torontonians—experience more equitable and respectful treatment by TTC staff.</li> </ul>	
11 Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.2 Engage diverse Black experts and community members to develop Anti-Black Racism training for all City staff and leaders with a focus in the areas of Human Resources practices, including recruitment, hiring, and retention.	Toronto Community Housing Corporation (TCHC)	<p>CABR Training for TCHC staff.</p> <ul style="list-style-type: none"> <li>As of December 31, 2025, 2053 TCHC staff have received in-house CABR training for a total of 12,318 hours.</li> <li>In addition, 259 Toronto Seniors Housing Corporation staff have been trained.</li> </ul>	<ul style="list-style-type: none"> <li>Participants developed a deeper understanding of anti-Black racism and its systemic manifestations in public service.</li> <li>Training improved staff capacity to recognize bias, address discrimination, and apply equity-focused lenses in their day-to-day work.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Staff gained the language, tools, and awareness needed to understand how anti-Black racism operates within institutions and communities, with staff reporting a shift in perspective and a strengthened sense of accountability to equity principles in their roles.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TCHC demonstrated a sustained commitment to confronting anti-Black racism by embedding this learning program as a mandatory component of staff development.</li> <li>As public service workers become better equipped to understand and respond to the needs of Black communities, the training contributes to more inclusive and just systems city-wide.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status	
11	Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.2 Engage diverse Black experts and community members to develop Anti-Black Racism training for all City staff and leaders with a focus in the areas of Human Resources practices, including recruitment, hiring, and retention.	Toronto Public Library (TPL)	Toronto Public Library (TPL) continues to implement mandatory learning on anti-Black racism for all staff. <ul style="list-style-type: none"> <li>In 2023, TPL delivered 21 four-hour training sessions and an additional eight-hour session tailored for Human Resources staff.</li> <li>A total of 587 staff participated in the training throughout the year.</li> <li>The program included structured pre- and post-training communications to reinforce learning and demonstrate TPL's commitment to action.</li> <li>The sessions were facilitated by Black trainers and designed to ensure the consistent application of anti-Black racism analysis in service delivery, policymaking, and team management.</li> <li>Since the training's inception in 2021, approximately 50% of TPL staff have participated, with plans to continue into 2024 and complete the training of the remaining 1,225 staff over the next two years.</li> </ul>	<ul style="list-style-type: none"> <li>Participants developed a deeper understanding of anti-Black racism and its systemic manifestations in public service.</li> <li>Training improved staff capacity to recognize bias, address discrimination, and apply equity-focused lenses in their day-to-day work.</li> <li>The sessions also helped to normalize conversations about race and equity within the workplace, preparing staff to better support Black communities and contribute to organizational culture change.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Staff gained the language, tools, and awareness needed to understand how anti-Black racism operates within institutions and communities, with staff reporting a shift in perspective and a strengthened sense of accountability to equity principles in their roles.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>TPL demonstrated a sustained commitment to confronting anti-Black racism by embedding this learning program as a mandatory component of staff development.</li> <li>As public service workers become better equipped to understand and respond to the needs of Black communities, the program contributes to more inclusive and just library services citywide.</li> </ul>	COMPLETE (Year 5)
11	Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.2 Engage diverse Black experts and community members to develop Anti-Black Racism training for all City staff and leaders with a focus in the areas of Human Resources practices, including recruitment, hiring, and retention.	People & Equity (P&E)	Launch of ELI Course – <i>Let's Explore Anti-Black Racism (2023)</i> <ul style="list-style-type: none"> <li>Launched the <i>Let's Explore Anti-Black Racism</i> course through the Employee Learning Initiative (ELI) in 2023.</li> <li>Course objectives: <ul style="list-style-type: none"> <li>Examine how the history of Black people in Canada shapes the socio-economic disadvantages and disparities faced by Black Torontonians today.</li> <li>Identify how anti-Black racism manifests in Canadian policies, legislation, and institutions.</li> <li>Learn to apply the Toronto Action Plan to Confront Anti-Black Racism and the Anti-Black Racism Analysis Tool to make municipal services, spaces, and policies more responsive, inclusive, and accessible.</li> </ul> </li> <li>Completion data: 1,267 employees completed the course in 2023, with participation expected to increase in the coming years as awareness grows and training becomes further integrated.</li> </ul>	<ul style="list-style-type: none"> <li>Increased staff awareness and understanding of the historical and systemic nature of anti-Black racism.</li> <li>Improved employee knowledge on how to apply the Toronto Action Plan and ABR Analysis Tool, helping embed anti-racism frameworks into municipal decision-making, service delivery, and policy development.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Employees developed new awareness of anti-Black racism and its impacts.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>Increased shared understanding across teams.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>Strengthened the City's systemic capacity to confront anti-Black racism by integrating standardized knowledge tools and frameworks into learning, policymaking, and service delivery structures.</li> </ul>	COMPLETE (Year 5)
11	11.3	Toronto Public Library (TPL)	Following the 2022 Staff Diversity and Engagement Survey, Toronto Public Library (TPL) committed to analyzing race-based data to better support	<ul style="list-style-type: none"> <li>The initiative demonstrates TPL's commitment to creating a safer and more equitable work</li> </ul>	Institutional/Organizational	COMPLETE (Year 5)	

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Increase employment and training opportunities for Black Torontonians at the City of Toronto.	Include socio-demographics, including race and gender identity, as part of the City's Count Yourself In employee survey.		<p>Black staff. This included identifying gaps in training, hiring, retention, and career development opportunities.</p> <ul style="list-style-type: none"> <li>The Equity and Inclusion team planned a series of focus groups in 2023 with equity-deserving groups, including Black staff, to inform updates to TPL's HR strategy and its anti-Black racism action commitments.</li> <li>However, due to a cybersecurity incident in October 2023, the focus groups were postponed to 2024.</li> </ul>	<p>environment by directly engaging Black staff in identifying systemic barriers and co-developing solutions.</p> <ul style="list-style-type: none"> <li>Once rescheduled, the focus groups will generate actionable insights that guide improvements in training, career advancement, and retention of Black employees.</li> </ul>	<ul style="list-style-type: none"> <li>The planned integration of race-based data and qualitative input into HR planning signals a shift toward equity-centred workforce development.</li> <li>Deliberate engagement of Black staff in this process marks progress toward dismantling structural barriers within TPL's employment systems.</li> </ul>	
11 Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.4 Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	Toronto Community Housing Corporation (TCHC)	<p>Enhance current professional development opportunities for TCHC Interns by creating multiple pipelines for Black youth through mentorship, coaching, and leadership exposure.</p> <ul style="list-style-type: none"> <li>In 2023, 78 of 95 youth hires for YouthWorx identified as Black, demonstrating targeted recruitment and commitment to equity in employment.</li> <li>Delivered three mentorship sessions, including one panel with TCHC managers and senior directors, providing youth with direct insight into leadership trajectories and career growth.</li> <li>Staff from the Centre held dedicated career coaching sessions with 14 spring interns, focused on personalized guidance and exposure to municipal employment pathways.</li> <li>Interns participated in job shadowing opportunities across departments to gain broader professional insight, practical experience, and on-the-ground learning.</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to career development opportunities for Black youth within one of the city's largest public employers.</li> <li>Strengthened Black youth representation in youth employment programs and internship pipelines.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Interns gained critical insight into career pathways through personalized mentorship, coaching, and job shadowing.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Mentorship sessions created spaces of peer connection, validation, and shared learning between interns and staff.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TCHC embedded equity into internship and youth employment frameworks, demonstrating systemic commitment to developing Black talent.</li> <li>Established models for mentorship and coaching that can inform future internship design and talent development initiatives.</li> </ul>	COMPLETE (Year 5)
11 Increase employment and training opportunities for Black Torontonians at the City of Toronto.	11.4 Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	Toronto Transit Commission (TTC)	<p>Expansion of summer student job opportunities, youth employment and educational development.</p> <ul style="list-style-type: none"> <li>Delivered the annual Summer Student Job Opportunities program to engage youth, particularly Black youth, in meaningful early work experience across TTC.</li> <li>Partnered with the Centre of Excellence for Black Student Achievement to create a dedicated Summer Student Co-op stream tailored to Black high school students.</li> <li>Supported the development of employment and educational skills through job placements that introduce young people to TTC careers and workplace expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of Black youths participating in TTC summer employment programs, gaining both paid experience and insight into career possibilities.</li> <li>Strengthened youth understanding of the skills and training needed for employment within large public institutions such as TTC.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black youth developed early employment competencies, increasing their readiness for future education and job opportunities.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened institutional relationships between TTC, public education systems, and community organizations to ensure coordinated support for Black student success.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TTC advanced inclusive workforce development by institutionalizing partnerships</li> </ul>	COMPLETE (Year 5)

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					<ul style="list-style-type: none"> <li>with Black student-serving organizations and educational institutions.</li> <li>Internal TTC departments deepened their capacity to support youth through structured engagement and equity-centred talent development strategies.</li> </ul>	
11	11.4 Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	Social Development (SD) – Youth Development Unit (YDU)	<p>ArtWorksTO.</p> <ul style="list-style-type: none"> <li>Partnership agreement of \$0.245 million in 2023 &amp; \$0.446 million in 2024.</li> <li>25 youth completed the core program; 7 were Black youth and 4 were mixed race.</li> <li>Alumni program provided additional paid work and industry training.</li> <li>Delivered in partnership with Toronto Arts Foundation, OCAD U, and Remix Project.</li> </ul>	<ul style="list-style-type: none"> <li>Progress toward employment and creative sector connections.</li> <li>Growth in technical, entrepreneurial, and professional communication skills.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Youth developed confidence and employable media arts skills.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Greater diversity and inclusion in partner organizations (OCAD U, City of Toronto).</li> </ul>	COMPLETE (Year 5)
11	11.4 Enhance current City internship programs to include youth of African descent, including Black queer and trans youth.	Economic Development & Culture (EDC)	<p>Youth Career Development Program.</p> <ul style="list-style-type: none"> <li>Economic Development &amp; Culture (EDC) is committed to increasing workforce diversity by supporting the City of Toronto's Youth Career Development Program, which hires youth who identify as Black, Trans/Non-Binary/Two-Spirit &amp; Persons with Disabilities, on an annual basis and embedding this commitment into its divisional workforce planning.</li> <li>In 2023, EDC hired two Black youth through the program, one of whom secured a long-term temporary assignment within the division, and subsequently a permanent position with another division</li> <li>In 2025, EDC hired one Black youth through the program, who secured further employment with the division.</li> </ul>	<ul style="list-style-type: none"> <li>Trainees gained valuable municipal employment experience, workplace mentorship, and professional development opportunities.</li> <li>One participant successfully transitioned into a permanent position.</li> <li>One participant successfully obtained a longer-term position.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black youth participants received paid work experience, built professional networks, and gained confidence in their career paths.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Through their placement, trainees engaged with colleagues and teams across EDC, forming relationships that supported professional growth and peer learning.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>By embedding the Youth Career Development Program into its workforce planning, EDC took measurable steps toward addressing underrepresentation.</li> <li>The initiative fostered a more equitable recruitment and retention pipeline and helped model best practices in equity hiring.</li> </ul>	COMPLETE (Year 5)
11	11.4 Enhance current City internship programs to	People & Equity (P&E)	Relaunch and Expansion of the Youth Career Development (YCD) Program with a deliberate focus on including Black queer, transgender, non-binary and two-spirit youth, as well as Black youth with disabilities.	<ul style="list-style-type: none"> <li>Expanded access to meaningful professional experiences for Black queer, trans youth, and youth with disabilities within the municipal workforce, helping to address historical inequities in employment opportunities.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Participants gained critical employment experience, career-building skills, and mentorship, supporting economic self-sufficiency and personal development.</li> </ul>	COMPLETE (Year 5)

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for Black Torontonians at the City of Toronto.	include youth of African descent, including Black queer and trans youth.		<ul style="list-style-type: none"> <li>Hosted City of Toronto DiverCity Information Sessions specifically targeting Black youth to introduce them to employment pathways within the City.</li> <li>Conducted ongoing outreach to Black community organizations to build awareness and pipelines into the YCD program.</li> <li>Hired 11 Black youth across 7 City divisions through the 2023 YCD cohort.</li> <li>Delivered 10 bi-weekly check-ins, individual resume reviews, and goal-setting workshops to support youth development.</li> <li>Extended contracts for 3 youth beyond the initial program completion date, demonstrating strong performance and integration.</li> <li>Since the program's relaunch, 42 Black youth have been hired through the YCD program over the past three years.</li> </ul>	<ul style="list-style-type: none"> <li>Through check-ins, resume workshops, and goal-setting activities, youth improved their job search skills, professional self-presentation, and clarity about career goals.</li> <li>Direct placement of Black queer, trans youth, and youth with disabilities contributed to a more representative and inclusive City staff environment.</li> <li>Delivering information sessions and building pathways specifically for underserved Black communities signalled a real commitment to racial and disability equity, building greater trust between Black communities and the City.</li> <li>These initiatives increased the number of Black youth familiar with City careers and processes, resulting in greater application rates and a more diverse candidate pool for future hiring.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Youth participants built peer networks and professional relationships with City staff, fostering collective empowerment and shared pathways to success.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The City of Toronto demonstrated structural commitment to equity by embedding inclusive hiring and support programs that center Black queer, trans youth, and youth with disabilities.</li> </ul>	
13 Improve access to high-quality training and employment programs for Black youth.	13.1 Work with public and private sectors to remove systemic barriers in order to create effective career pathways for Black youth by leveraging federal and provincial youth employment funding and addressing the specific needs of young women, young Francophones, youth with	Economic Development & Culture (EDC)	<p>Integrate Equity &amp; Diversity into EDC Spaces &amp; Programs.</p> <ul style="list-style-type: none"> <li>Facilitated public gallery exhibitions, outreach-based programming, and artist residency programs at City cultural centres, including initiatives like New Vistas and Supporting Artists Gaining Entrepreneurship (SAGE).</li> <li>Provided funding and exhibition opportunities for IBPOC artists, including Black and 2SLGBTQIA+ creators, to access cultural spaces and networks.</li> <li>Collaborated between Arts &amp; Culture Services (ACS) and Museums &amp; Heritage Services to provide coordinated and leveraged support to artists in residence, including Destinie Adélakun and Gordon Shadrach.</li> <li>Established the new Ascent Gallery at the Etobicoke Civic Centre, a public gallery space dedicated to underrepresented and early-career IBPOC, deaf and disabled, and 2SLGBTQIA+ artists. <ul style="list-style-type: none"> <li>The gallery features opportunities to exhibit and sell visual artwork in 9–10-week public exhibitions juried by diverse peer committees.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Enhanced the experience and exposure of three Black 2SLGBTQIA+ artists, offering career-advancing opportunities through exhibitions and residency placements.</li> <li>Expanded EDC's capacity to provide free, shared, and diverse access to cultural spaces, along with multiple funding sources for artists.</li> <li>Offered online open calls for Black, 2SLGBTQIA+, and Francophone artists to access free studio space and City of Toronto resources via long-term artist residencies (6 months, summer, or full-year placements).</li> <li>Hosted four artist residencies in three cultural centres in 2023, allowing three individual Black visual artists and one dance collective serving IBPOC populations to build public presence and institutional relationships.</li> <li>Supporting Artists Gaining Entrepreneurship (SAGE) will relaunch in 2024.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black and 2SLGBTQIA+ artists advanced their careers through juried exhibitions in five public galleries, access to affordable or free rental space, public exposure, and the opportunity to sell artwork and network.</li> <li>Artists also received mentorship, space, and visibility through residency programs, building public and institutional trust and fostering career sustainability.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Through diverse partnerships (e.g., Humber College, OCAD, Native Child and Family Services), participating artists expanded their community-based networks and reinforced existing relationships. These collaborations supported artists in deepening their creative practices, professional connections, and pathways to success.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The creation of the Ascent Gallery and the continuation of programs like SAGE reflect</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
	criminal records, and queer and trans youth from Toronto's communities of African descent.				<p>EDC's long-term commitment to embedding equity into cultural infrastructure, supporting systemic change in how artistic opportunities are distributed and delivered across the city.</p> <ul style="list-style-type: none"> <li>These programs promote representation and visibility of historically excluded communities in Toronto's cultural life, ensuring that civic spaces reflect the City's diversity and affirm the creative legacies of Black, Indigenous, and equity-deserving populations.</li> </ul>	
13	13.3 Improve access to high-quality training and employment programs for Black youth. Provide free police reference checks, training and certifications for Black youth to access volunteering and entry-level jobs.	Toronto Employment & Social Services (TESS)	<p>Reviewed opportunities to leverage City funding to develop and implement Innovative Case Management (ICM) program supports for Black families and youth.</p> <ul style="list-style-type: none"> <li>Led by Toronto Employment &amp; Social Services (TESS) and Social Development, Finance &amp; Administration (SDFA), this initiative was supported by a dedicated project team composed of three staff and caseworker liaisons across 14 TESS offices.</li> <li>Delivered under the Black Mental Health Supports Pathways, the initiative received \$0.2 million in City funding in 2023 and 2024.</li> <li>Engaged Black-led, Black-focused, and Black-serving (B3) organizations to explore partnership opportunities for program delivery.</li> <li>Hosted a Navigating Resources for Youth session, inviting over 18,000 youth to learn about City programs and services, including skills development supports tailored to Black youth.</li> <li>Delivered three employment support programs specifically targeting Black and racialized youth.</li> <li>Supported 37 participants through partnerships with the CEE Centre for Young Black Professionals and POV Youth Film and Media Training Network.</li> </ul> <p>Implemented ICM with a focus on timely, culturally safe, trauma-informed mental health supports, grounded in the City of Toronto's Black Mental Health Strategy, in partnership with TAIBU Community Health Centre.</p>	<ul style="list-style-type: none"> <li>Increased access to employment supports, certifications, and mental health services for Black youth.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black youth participants gained practical certifications, training, and reference checks to access entry-level employment and volunteering opportunities.</li> <li>The inclusion of culturally safe mental health support promoted well-being and confidence.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Engagement with peers and community-based service providers enhanced social inclusion and mutual support.</li> <li>Programs facilitated networking and access to wraparound resources</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The project showcased effective service coordination among City Divisions and partnerships with B3 organizations.</li> <li>The initiative supported a systems-level shift in how employment and mental health services are designed and delivered to Black youth.</li> </ul>	COMPLETE (Year 5)
13	13.4 Improve access to high-quality training and employment	Social Development (SD) - Youth Development Unit (YDU)	<p>Toronto Youth Partnerships &amp; Employment (TYPE) – Youth Outcomes Framework Implementation.</p> <ul style="list-style-type: none"> <li>TYPE is a mobile intensive case management program for vulnerable youth aged 16–29, including Black youth with justice involvement, newcomers, youth with disabilities, 2SLGBTQ+ youth, and those</li> </ul>	<ul style="list-style-type: none"> <li>Youth report feeling welcomed and safe with counsellors, increased awareness of available resources, and improvements in organization, planning, and goal setting as they work toward employment and education goals.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Youth strengthen self-knowledge, confidence, and readiness for employment through individualized case management, life-</li> </ul>	ONGOING (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
employment programs for Black youth.	program, funded by federal and/or provincial governments to support Black youth with criminal records and integrate funding for these youth to apply for record suspensions.		<p>experiencing gender-based violence, providing life-stabilization supports and individualized action plans toward employment, education, and training. 38.5% of participants identified as Black in 2024 survey results.</p> <ul style="list-style-type: none"> <li>• Outreach Youth Counsellors identify youth strengths and interests, address barriers, and connect participants to employment services, skills-development opportunities, educational programs, housing supports, mental health resources, and other social services based on their needs.</li> <li>• YDU launched and administers a Youth Outcomes Framework survey (June 2024–ongoing) to capture participant experiences, accessibility issues, satisfaction with counselling, and changes in organization, planning, and goal-setting skills.</li> <li>• Survey findings are used to refine the program, including expanding meeting locations, improving digital access, shortening survey length, and increasing peer-led activities, group sessions, mentorship, and practical skill-building workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• Program data highlights barriers such as travel and online access and informs continuous adjustments to reduce access barriers for Black and other equity-deserving youth with complex needs, including those with criminal records.</li> </ul>	<p>stabilization supports, and practical skills such as time management and goal tracking.</p> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>• Peer-led activities, group sessions, and mentorship opportunities foster trust, mutual support, and shared learning among youth who have experienced criminalization and other forms of marginalization.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>• Applying the Youth Outcomes Framework to TYPE strengthens SD's capacity to design, measure, and adapt youth employment case-management models that are trauma-informed, anti-racist, and responsive to Black youth with criminal records and other complex barriers, informing future integration of record-suspension supports.</li> </ul>	
13 Improve access to high-quality training and employment programs for Black youth.	13.6 Advocate to the provincial and federal governments to remove barriers to applying for criminal record suspensions.	Toronto Employment & Social Services (TESS)	<p>Delivered Justice History, a 16-week innovative case management (ICM) program specifically designed for Black, African-Caribbean-Canadian clients who have been negatively impacted by the criminal justice system and whose criminal records restrict access to employment.</p> <ul style="list-style-type: none"> <li>• Led by TESS, with 11 staff members allocated to support the Service Pathways and Justice History ICM initiatives.</li> <li>• The City funded the Justice History ICM stream, allowing TESS to cover the cost of record suspension applications and fingerprinting to support clients with criminal records.</li> <li>• Maintained and updated internal resources for TESS staff to support clients applying for criminal record suspensions.</li> <li>• Developed and implemented three service delivery pathways tailored to clients with varying levels of criminal justice involvement: Early Intervention, Current Justice Involvement, Eligibility for Record Suspension.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued capacity building for TESS staff to deliver tailored supports for clients with criminal justice experience.</li> <li>• Improved service delivery for clients dealing with depression, isolation, and systemic barriers tied to past convictions.</li> <li>• Expanded and strengthened partnerships with Black-led and equity-focused organizations, including: <ul style="list-style-type: none"> <li>○ TAIBU, CMHA Safe Beds, Tropicana Community Services, Fernie Youth Services, ACBN, Oaks Revitalization, Elizabeth Fry Society, CAFCAN, Reach Out Toronto, Dorsett Park Hub, Pardons Canada</li> </ul> </li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>• Black clients navigating reintegration gained critical access to record suspension services, mental health supports, and personalized case management, directly improving their employment prospects, confidence, and overall well-being.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>• TESS developed specialized, justice-informed pathways and enhanced internal resources for staff to support justice-impacted clients. These innovations demonstrate the City's commitment to systemic rehabilitation and racial equity in employment pathways.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>• The initiative challenges barriers to social reintegration by advocating for accessible criminal record suspension processes and equipping clients with tools to contribute meaningfully to their communities and</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
					workplaces, reducing recidivism and systemic exclusion.	
14	14.1 Improve job quality and income supports for precariously employed Black Torontonians.	Toronto Employment & Social Services (TESS)	Ongoing advocacy for social assistance improvements through provincial tables. <ul style="list-style-type: none"> <li>Senior-level management staff from TESS contributed staff time to engage in ongoing intergovernmental meetings.</li> <li>Participated in regular meetings between the TESS Senior Management Team (SMT) and provincial bodies, including the Provincial Municipal Social Assistance and Employment Committee (PMSAEC) and its working group.</li> <li>These engagements provided City input into proposed provincial changes to social assistance policies, with a particular focus on enhancing program design and delivery for low-income residents.</li> <li>Advocated for program enhancements, including increased social assistance rates, to support better outcomes for individuals receiving Ontario Works.</li> <li>Continued ongoing conversations with provincial counterparts about the need for increased social assistance rates and improved structural supports, wherever possible.</li> </ul>	<ul style="list-style-type: none"> <li>Maintained the City's role in influencing provincial policy design through formal engagement at intergovernmental tables.</li> <li>Reinforced City of Toronto's commitment to advancing income security and equity for low-income residents, including many Black and racialized individuals disproportionately represented among social assistance recipients.</li> </ul>	Institutional/Organizational <ul style="list-style-type: none"> <li>The City's participation in provincial committees strengthens collective advocacy across municipalities to better address the needs of vulnerable populations.</li> <li>Through sustained engagement, TESS helps shape equity-informed provincial social assistance policy that better aligns with the realities and needs of Toronto's diverse communities.</li> </ul>	COMPLETE (Year 5)
15	15.1 Support Black-owned businesses to better compete and thrive in Toronto.	Purchasing and Materials Management Division (PMMD)	<ul style="list-style-type: none"> <li>Amended the Social Procurement Policy to prioritize Black businesses.</li> <li>Invested in two new memberships with Black Identity-based Business Organizations.</li> <li>Participated in outreach, training and individualized support for Black business members, resulting in 13 new Black businesses on the Social Procurement Supplier List.</li> <li>Hosted 2 'How to do Business with the City' Sessions for Black Suppliers.</li> <li>Hosted an SAP registration session with 2 partner organizations serving Black businesses.</li> <li>Participated in 6 Black Supplier matchmaking, networking and engagement sessions.</li> <li>Sponsored 2 Identity-Based Business Organizations' members events.</li> </ul>	<ul style="list-style-type: none"> <li>Created an environment for relationship-building between the City and Black-owned suppliers.</li> <li>Expanded the City's reach and visibility of Certified Black suppliers.</li> <li>Improved supplier readiness and understanding of the City's procurement platform and processes</li> <li>Strengthened the relationship between the City and Black Identity-based Business Organizations.</li> </ul>	Group/Interpersonal <ul style="list-style-type: none"> <li>Resources were invested to create equitable networking spaces.</li> <li>Fostered meaningful connections that increase Black business visibility and potential alignment with procurement opportunities.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>Shifts PMMD practices and relationship-building culture while strengthening supplier trust.</li> <li>Continuous engagement informs better, community-responsive procurement models.</li> </ul>	COMPLETE (Year 5)
15	15.2 Support Black-owned start-up and	Social Development (SD)	Emancipation Month – Freedom Market.	<ul style="list-style-type: none"> <li>Increased opportunities for Black businesses owners to generate revenue.</li> </ul>	Personal/Individual	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
businesses to better compete and thrive in Toronto.	incubation of Black-owned businesses.	Economic Development & Culture (EDC)	<ul style="list-style-type: none"> <li>CABR partnered with SHOP BLACK OWNED CANADA INC and EDC to deliver “The Freedom Market” on August 26, 2023, a vendor market in celebration of Emancipation Month.</li> <li>This event leveraged the expertise of Black Owned TO, a platform dedicated to supporting and elevating local, Black-owned businesses, to facilitate an outdoor vendor market in celebration of Emancipation Month. The market hosted 25 – 30 vendors and included family-friendly entertainment, including a DJ and a children’s play area.</li> <li>300+ estimated number of attendees throughout the day.</li> <li>BlackOwned TO funded \$0.013 million by CABR.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of Black centred spaces for Black businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Increased networking and marketing opportunities for Black business owners and consumers.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Increased awareness of Black businesses within the city’s local business sector</li> <li>Fostering relationships between Black businesses and other City divisions (BlackOwned x EDC)</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Enhanced engagement between City and Black-led businesses.</li> <li>Enhanced capacity of Black businesses to access targeted resources and funding.</li> </ul>	
15 Support Black-owned businesses to better compete and thrive in Toronto.	15.2 Support the start-up and incubation of Black-owned businesses.	Economic Development & Culture (EDC)	<p>Cultural Hotspot (CHS) 2023 – Little Jamaica and Jane-Finch.</p> <ul style="list-style-type: none"> <li>Consulted with and worked in collaboration with community stakeholders/rights holder groups in Little Jamaica and Jane Finch to deliver hyper-local, community-led arts programs through Signature, SPARK, and Ignite Ideation funding streams.</li> <li>Invested \$0.02 million in funding to the Little Jamaica neighbourhood through Live Arts Mentor in 2023.</li> <li>Invested \$0.3 million in Signature, SPARK &amp; Ignite funding for the Jane and Finch community in 2023.</li> <li>Researched and developed the Cultural Loops self-guided walking/cycling tour guide for Little Jamaica, to be publicly released in 2024.</li> <li>Conducted engagement and information sessions (in-person and virtual) in 2022 and 2023, focused on funding opportunities, project development and budget with local community members.</li> <li>Provided support for the Toronto Pan Afrikan Film Festival through Live Arts Mentor funds, pairing a Little Jamaica festival producer with the Regent Park Film Festival for a co-developed mentorship opportunity.</li> <li>Provided staff time from Planning and EDC to support the development of the Cultural Districts Program and the Little Jamaica Cultural District Master Plan, in partnership with Jay Pitter Placemaking.</li> </ul>	<ul style="list-style-type: none"> <li>Grew the creative capacity of funding recipients and community members through workshops, one-on-one project support, youth employment, networking, and community consultation.</li> <li>Participants explored, learned, and built capacity around creative arts practices, leading to new learnings, discoveries, collaborators, and access to community assets.</li> <li>Local Little Jamaica youth took on leadership roles and developed A Love Letter to Little Jamaica, a one-day community festival featuring visual arts, music, and cultural activities.</li> <li>Bring the Beat Back was a business and entrepreneurial skill development project for youth focused on music production and live performance, helping participants secure local employment opportunities and pursue their passions.</li> <li>The Toronto Pan Afrikan Film Festival celebrated African liberation, spirituality, and displacement through local and international films, supporting identity formation and cultural pride.</li> <li>Prepared to move the Cultural Hotspot program to Jane Finch in 2024 and 2025, while continuing</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>The Cultural Hotspot program provided individuals—especially Black youth and artists—with paid mentorship, employment, and skill-building opportunities. Participants experienced growth in leadership, confidence, and self-expression through culturally affirming, community-rooted projects.</li> <li>Grew the creative capacity of funding recipients and community members through workshops, one-on-one project support, youth employment, networking, and community consultation.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>CHS engaged and collaborated with equity-deserving groups, community-based organizations, and artists in Little Jamaica, providing equitable access to safe cultural spaces and fostering community spirit and leadership. It connected communities across the city, ensuring inclusion of Indigenous, Black, and equity-deserving artists in neighbourhoods beyond the downtown core.</li> </ul> <p>Institutional/Organizational</p>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<ul style="list-style-type: none"> <li>• Provided paid opportunities and mentorship to 179 emerging and equity-deserving IBPOC artists, including youth.</li> <li>• 6,415 people attended CHS events in Little Jamaica as audience members.</li> <li>• 118 individuals facing barriers to the arts developed skills, experience, or opportunities in the sector.</li> <li>• 176 individuals secured a job, performance opportunity, fellowship, or other desired position in the arts &amp; cultural sector.</li> </ul>	<p>community engagement in Little Jamaica with the release and promotion of the Cultural Loops guide.</p> <ul style="list-style-type: none"> <li>• Cultural Hotspot will animate Jane and Finch in 2024 and 2025 in partnership with local businesses and artists, providing employment and mentorship to local youth and equity-deserving artists.</li> </ul>	<ul style="list-style-type: none"> <li>• The Cultural Hotspot acted as a platform for equity-driven cultural investment, demonstrating how the City can support and amplify underrepresented narratives and cultures. Nearly 60% of CHS funding in 2023 went to locally based artists and organizations in Little Jamaica, with a 375% increase in applications from the neighbourhood compared to 2022.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>• The program contributed to a more inclusive, equitable, and culturally rich city by validating the contributions of Caribbean and African communities in Little Jamaica and Jane Finch. It helped promote the area as a cultural destination, supporting Black-owned businesses such as barber shops, Caribbean restaurants, recording studios, and hair care stores—many of which have faced closures due to the Eglinton Crosstown LRT construction and the COVID-19 pandemic.</li> </ul>	
15 Support Black-owned businesses to better compete and thrive in Toronto.	15.2 Support the start-up and incubation of Black-owned businesses.	Economic Development & Culture (EDC)	<p>Support incubation and capacity-building mentorship/leadership programming for six youth/IBPOC-focused arts organizations through the Youth Cultural Incubators Stabilization Initiative (YCISI).</p> <ul style="list-style-type: none"> <li>• Through the Youth Cultural Incubators Stabilization Initiative (YCISI), EDC supported six youth/BIPOC-focused arts organizations in 2023 with capacity-building and sustainability funding.</li> <li>• A new round of multi-year funding was launched at the end of 2023 to support a formal mentorship structure: <ul style="list-style-type: none"> <li>○ Nine organizations were funded as mentees and will be paired with mentors to co-develop capacity-building goals.</li> </ul> </li> <li>• The initiative is focused on capacity-building priorities such as fundraising, Board development, strategic planning, marketing, evaluation, and policy development.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced supports for youth-serving and IBPOC-focused organizations, strengthening their capacity to deliver programs and increase sustainability.</li> <li>• Established a mentorship model that encourages shared learning, peer support, and network-building among emerging and established youth-led arts organizations.</li> </ul> <p>In-Progress though 2024:</p> <ul style="list-style-type: none"> <li>• YCISI funding continues in 2024 with an updated structure that includes formal mentorships and cohort-based learning sessions.</li> <li>• Mentors and mentees are eligible to receive multi-year funding for up to three years, contingent on annual reporting and engagement.</li> <li>• To date, funding has been disbursed to six youth/IBPOC-serving organizations:</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>• The YCISI supported a community of practice among arts organizations serving youth, particularly Black, 2SLGBTQIA+, and equity-deserving communities.</li> <li>• The formal pairing of mentor and mentee organizations fostered peer-to-peer learning, long-term partnership development, and shared leadership models that centre equity.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>• YCISI helped participating organizations stabilize operations, expand programming, and deepen strategic planning efforts.</li> <li>• The funding model supports organizational sustainability, positioning arts groups to better meet the evolving needs of young people they serve.</li> </ul>	COMPLETE (Year 5)

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				<ul style="list-style-type: none"> <li>○ HXOUSE, Manifesto, Nia Centre for the Arts, RISE, The Remix Project, and Unity.</li> <li>○ This investment has contributed to organizational growth and enhanced the ability of these organizations to meet the needs of youth participants.</li> </ul>	<ul style="list-style-type: none"> <li>● Youth Cultural Incubators Stabilization Initiative continued to support youth-led/serving arts and culture organizations through funding and capacity-building support. Five of the nine mentee organizations receiving multi-year funding are Black-led and serving.</li> </ul>	
15 Support Black-owned businesses to better compete and thrive in Toronto.	15.2 Support the start-up and incubation of Black-owned businesses.	Economic Development & Culture (EDC)	DMZ (Toronto Metropolitan University) – Black Innovation Program <ul style="list-style-type: none"> <li>● Provided a Business Incubation and Commercialization Grant to support the expansion and delivery of the DMZ Black Innovation Program (BIP).</li> <li>● The program is designed to equip more Black-led start-ups with opportunities, connections, and resources needed to scale, recognizing that Black entrepreneurs face disproportionate barriers to starting and growing businesses in Canada’s tech-driven innovation sector.</li> <li>● The City invested \$0.05 million each year in 2023 and 2024 in funding to support program expansion.</li> </ul>	<ul style="list-style-type: none"> <li>● Enhanced supports for Black-led start-ups and Black entrepreneurs through financial investment, program resources, and access to DMZ’s network.</li> <li>● Participants gained access to coaching, capital readiness tools, and entrepreneurial development programming.</li> <li>● Total Clients Served by DMZ over last 5 years: 778</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>● Empowered aspiring Black entrepreneurs by building confidence, developing business skills, and supporting identity-based economic empowerment through culturally responsive programming.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>● Strengthened connections and networking among Black founders, mentors, and funders.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>● Supported Black innovation within Toronto’s tech and entrepreneurial ecosystems.</li> </ul>	COMPLETE (Year 5)
15 Support Black-owned businesses to better compete and thrive in Toronto.	15.2 Support the start-up and incubation of Black-owned businesses.	Economic Development & Culture (EDC)	Little Jamaica Cultural Corridor Project – FedDev Ontario Investment and Support for Black Businesses and Culture. The BIA Office is one City unit contributing to the broader Little Jamaica Cultural Corridor Project, a significant revitalization effort led by City Planning. <ul style="list-style-type: none"> <li>● The project includes a small retail business support component and is focused on identifying immediate actions that support Black businesses and culture in the Little Jamaica community.</li> <li>● Additional FedDev-funded activities and projects in Little Jamaica through the Mainstreet Recovery and Rebuild Initiative include: <ul style="list-style-type: none"> <li>○ Nia Centre for the Arts – MORE THAN LITTLE: Transforms a local parking lot into a public space that celebrates local businesses, vendors, artists, and community members. The space allows local businesses to provide services directly to the public (e.g., haircuts, vending).</li> <li>○ Eglinton Way BIA &amp; Miconex – BIA Gift Card Program: Launch of a local currency gift card, used exclusively at Eglinton Way BIA businesses, encouraging local shopping and increasing digital infrastructure for long-term business growth.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Enhanced supports, partnerships, and networks for Black businesses and entrepreneurs in Little Jamaica.</li> <li>● Increased public access to equity-focused infrastructure, cultural events, and business development supports.</li> <li>● Activation of public and commercial space to reflect the vibrancy and economic potential of the Black business community in Toronto.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>● Black entrepreneurs and business owners in Little Jamaica gain access to financial investment, mentorship, and expanded visibility, creating pathways for long-term sustainability and growth.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>● The combination of placemaking, festivals, accessibility upgrades, and retail strategy strengthens community cohesion, supports inter-business collaboration, and increases customer and resident engagement with local Black-owned businesses.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>● The collaboration between the City of Toronto, BBPA, FedDev Ontario, and multiple community organizations models multi-sector partnership in advancing economic equity.</li> </ul>	COMPLETE (Year 5)

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			<ul style="list-style-type: none"> <li>○ Camp Reset – Most Playful Place to Work in Toronto: Launch of a coworking centre in Little Jamaica. A Community Animator (Micha Edwards) will engage the public with local business offerings and share daily recommendations.</li> <li>○ StopGap Foundation – Little Jamaica Community Ramp Project: Delivery of 56 brightly coloured, portable access ramps at no cost to single-step storefronts within three Little Jamaica BIAs, increasing accessibility and inclusion for small businesses.</li> <li>○ BBPA – Little Jamaica Retail Strategy &amp; Business Opportunities: A consulting team will develop a retail strategy for the medium-to long-term future of the Little Jamaica retail area. The strategy will identify sector gaps, investment opportunities, retail niches, and trends.</li> <li>○ Toronto Black Farmers – Toronto Patty Fest: A free, family-friendly food festival celebrating Jamaican patties and Caribbean food culture. Hosted on National Patty Day, the festival will feature performances, games, and a patty-eating contest at a Green P Carpark on York-Eglinton.</li> </ul>		<p>Institutional support is grounded in place-based, culturally relevant investment.</p> <p>Community/Society</p> <ul style="list-style-type: none"> <li>● These initiatives reinforce Little Jamaica's identity as a cultural and economic hub for Black Torontonians. They counter displacement, promote cultural heritage, and support community resilience through inclusive design, economic revitalization, and celebration of Black cultural expression.</li> </ul>	
<p>15 Support Black-owned businesses to better compete and thrive in Toronto.</p>	<p>15.3 Target development supports for businesses owned by Black women, Francophones, and people who were formerly incarcerated.</p>	<p>Economic, Development &amp; Culture (EDC)</p>	<p>Scarborough Neighbourhood Fresh Food Market Pilot (2023)</p> <ul style="list-style-type: none"> <li>● Business Growth Services provided staff support and funding to coordinate the Scarborough Neighbourhood Fresh Food Market pilot, supporting five farmers' markets during the 2023 growing season.</li> <li>● The program focused on supporting BIPOC entrepreneurs, especially women, and featured 10 to 15 curated vendors per market, including food artisans, urban growers, prepared food vendors, and crafters.</li> <li>● This investment had the potential to support five additional new markets in 2023.</li> </ul>	<ul style="list-style-type: none"> <li>● Expanded market access and business opportunities for BIPOC entrepreneurs in Scarborough.</li> <li>● The pilot created vibrant, culturally inclusive food spaces that welcomed all residents while prioritizing equity in food entrepreneurship.</li> <li>● In-Progress through 2024: <ul style="list-style-type: none"> <li>○ A new motion from Councillor Carroll has directed the City to create a public markets roundtable and action plan, which may include expanded supports for Black food entrepreneurs in the next phase of implementation.</li> </ul> </li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>● The pilot advanced community investment and social enterprise opportunities for BIPOC-led small businesses, reinforcing economic empowerment, collaboration, and visibility for diverse vendors in the public marketplace.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>● Supported Black innovation within Toronto's entrepreneurial ecosystems.</li> </ul>	<p>COMPLETE (Year 5)</p>
<p>15 Support Black-owned businesses to better compete and</p>	<p>15.3 Target development supports for businesses owned by Black women,</p>	<p>Economic, Development &amp; Culture (EDC)</p>	<p>Cultural Centre On-site 2023 Programming. Arts &amp; Culture Services delivered a wide range of Black-focused, Black-led, and gender-informed programming across multiple cultural centres in 2023, including:</p> <ul style="list-style-type: none"> <li>● By the Lake Book Club featured two presentations by Black female-identifying authors at Assembly Hall.</li> <li>● Artist Dionne Simpson exhibited her work at the Clark Centre for the Arts during Black History Month (February 2023).</li> </ul>	<ul style="list-style-type: none"> <li>● Increased career development opportunities for Black artists through paid workshops, residencies, stipends, and opportunities to sell artwork and build networks.</li> <li>● Provided free access to culturally affirming Black-focused programming, including dozens of</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>● Black artists advanced their careers, practices, and businesses via paid workshops, exhibitions, stipends, and increased public exposure.</li> <li>● Participants and attendees benefited from access to Afrocentric artmaking, identity-</li> </ul>	<p>COMPLETE (Year 5)</p>

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
thrive in Toronto.	Francophones, and people who were formerly incarcerated.	Social Development (SD)	<ul style="list-style-type: none"> <li>• <a href="#">Black Girls Film Camp</a>, led by Ella Cooper Creative, hosted a 10-day summer film education program for Black youth at the Clark Centre for the Arts (scheduled to return August 2024).</li> <li>• Workshops &amp; Instruction:               <ul style="list-style-type: none"> <li>○ Deon Best facilitated a BATIK TOTE BAG DESIGN workshop using East African fabric-dyeing techniques.</li> <li>○ Madeline Bussue led Fashion Sewing workshops.</li> <li>○ <a href="#">Khadijah Morley</a> provided printmaking classes.</li> </ul> </li> <li>• Youth &amp; Community Engagement:               <ul style="list-style-type: none"> <li>○ Black youth artists' work showcased in Scarborough Arts' Annual Juried Exhibition at Cedar Ridge Creative Centre.</li> <li>○ Youth from Wexford School of the Arts and kindergarten students from Willow Park Elementary engaged in art-making activities at Cedar Ridge.</li> <li>○ Community Arts Guild continued to engage Black youth through workshops and collaborative creative projects.</li> </ul> </li> <li>• Film &amp; Public Presentations:               <ul style="list-style-type: none"> <li>○ Supported filming of Alicia K. Harris's new project <i>Sunday at Elven</i>, including an artist talk and screening of previous work.</li> </ul> </li> <li>• Literary Access:               <ul style="list-style-type: none"> <li>○ Clark Centre curated a free public library of books by Black authors and artists, including <i>Jake Makes a World</i> by Sharifa Rhodes-Pitts and <i>The Great Migration: An American Story</i>.</li> </ul> </li> </ul> <p>Artist-in-Residence Programs:</p> <ul style="list-style-type: none"> <li>• Charmaine Lurch (Jan–Dec 2023): created new work, led public workshops and artist talks.</li> <li>• <a href="#">Destinie Adélakun</a> (Jan–June 2023): created new work and delivered a public artist talk during the Clark Centre's first anniversary event.</li> <li>• Janet Hinkle served as Summer Artist-in-Residence at the Cedar Ridge Creative Centre and facilitated a textile workshop and gallery exhibition.</li> <li>• For Arts West: In 2024 one Black author, and in 2025 one Black interviewer took part in the Assembly Hall's 'By the Lake Book Club' - a ticketed event exposing the community to the literary arts. One</li> </ul>	<p>instructional workshops, author/artist talks, youth camps, and public exhibitions.</p> <ul style="list-style-type: none"> <li>• Launched and maintained a curated library of Black literature and visual arts available to the public at the Clark Centre for the Arts.</li> <li>• Enabled members of the public to engage with Afrocentric artmaking techniques, Black histories, and creative practices through inclusive, intergenerational community programs.</li> <li>• Advanced gender-focused cultural investment through the Black Girls Film Camp, expanding representation and summer program options for young Black women.</li> </ul>	<p>affirming narratives, and inclusive learning opportunities, supporting both artistic and emotional development.</p> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>• Localized communities were strengthened through exposure to diverse, Black-focused cultural narratives offered at free or low-cost rates outside the downtown core.</li> <li>• Cultural centres became vibrant sites for intergenerational, cross-cultural engagement, with offerings that supported Black youth, elders, and families.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>• Clark Centre and Cedar Ridge Creative Centre expanded their programming infrastructure to include Black-led artist residencies, printmaking classes, fashion workshops, and curated public resources. Programming was intentionally inclusive of Black and 2SLGBTQIA+ artists, demonstrating a sustained equity focus.</li> <li>• These initiatives positioned Toronto's cultural centres as accessible and affirming spaces for IBPOC communities.</li> <li>• Programs contributed to the normalization of Black excellence and representation in civic cultural life, while creating public visibility for underrepresented artistic voices.</li> </ul>	

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<p>Black dancer in 2024 and another in 2025, were the resident artists in the Process+Practice Dance Residency Program.</p> <ul style="list-style-type: none"> <li>For Black History Month in 2024 a dance workshop for young (youth) Black women was held fostering empowerment.</li> <li>For Arts East: In 2024, five Black art instructors and program facilitators led arts and cultural programs and workshops at Cedar Ridge and the Clark Centre. Local Black youth participated in group art exhibitions and resident partner programs at the centres and participated in the Junior Leaders Program at Cedar Ridge. One Black artist art installation was displayed for the entire year at the Clark Centre and three Black music performers presented at 'Live at the Clark' (a free public music program). The Clark Centre curated a free public library of books by Black authors and artists. In 2025, three Black art instructors and program facilitators led programs and workshops at Cedar Ridge and the Clark Centre. Local Black youth participated in group art exhibitions and resident partner programs at the centres and participated in the Junior Leaders Program at Cedar Ridge. Two Black music performers presented at 'Live at the Clark' and two Black artists presented month-long gallery exhibitions at the Clark Centre. One Black curator organized a student show with Centennial College at the Clark Centre. The Clark Centre continued to curate free public library of books by Black authors and artists. Three Black part-time facility staff members were hired for Arts East.</li> </ul>			
15 Support Black-owned businesses to better compete and thrive in Toronto.	15.3 Target development supports for businesses owned by Black women, Francophones, and people who were formerly incarcerated.	Economic, Development & Culture (EDC)  Social Development (SD)  City Planning	<p>EDC, in collaboration with SD and City Planning, led the development of an updated Secondary Plan and Community Development Plan (CDP) for the Jane-Finch area, inclusive of Black Creek and Glenfield – Jane Heights. \$0.012 million of funding provided in 2023.</p> <ul style="list-style-type: none"> <li>Phase 2 of community engagement was completed in October 2023, followed by a series of open house meetings at the Jane Finch Mall in November 2023. <ul style="list-style-type: none"> <li>These engagement sessions gathered input from residents and stakeholders to inform the draft CDP, which was presented to the Economic and Community Development Committee (ECDC) in February 2024.</li> </ul> </li> <li>The Jane Finch Secondary Plan and Community Development Plan were adopted by City Council in 2024.</li> <li>The Community Development Plan has eight Action Areas including and Anti-displacement strategy. The CDP is currently in</li> </ul>	<ul style="list-style-type: none"> <li>The engagement process deepened resident participation in planning processes and increased awareness of forthcoming policies designed to support inclusive economic development.</li> <li>The draft CDP reflects community-informed priorities, with a focus on place-based strategies to address gentrification and displacement risks.</li> <li>The identification of Jane-Finch as a pilot site for Growing in Place introduced a new model of culturally responsive planning and land-based investment in historically Black communities.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>The open house sessions created opportunities for dialogue between community members, planners, and City staff, fostering mutual trust and shared understanding.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The City's approach to this initiative demonstrated a shift toward anti-racist planning by embedding equity priorities in land use and economic development frameworks.</li> <li>Collaboration across EDC, SD, and City Planning reflects institutional alignment to confront systemic barriers facing Black communities in redevelopment contexts.</li> </ul> <p>Community/Societal</p>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status	
			<p>implementation phase and is intended to be renewed every 10 years (next in 2034)</p> <ul style="list-style-type: none"> <li>In parallel, the Jane-Finch initiative was identified as a potential pilot for CABR's Growing in Place Initiative, positioning the neighbourhood as a test site for integrated anti-displacement, economic development, and community ownership strategies.</li> </ul>		<ul style="list-style-type: none"> <li>As a pilot of the Growing in Place initiative, the Jane-Finch plan sets precedent for how the City might design community development models that centre Black placemaking and anti-displacement.</li> </ul>		
15	Support Black-owned businesses to better compete and thrive in Toronto.	15.3 Target development supports for businesses owned by Black women, Francophones, and people who were formerly incarcerated.	Economic, Development & Culture (EDC)	<p>Museums &amp; Heritage Services, through mentorship provided by the Chief Curator, supported a young Black Francophone woman to lead the curatorial process for a major COVID-19 exhibition at Fort York.</p> <ul style="list-style-type: none"> <li>The project commissioned work from 6 to 8 Black 2SLGBTQ+ artists and emphasized community voices that were marginalized from mainstream COVID-19 narratives.</li> <li>The final exhibit welcomed over 3,000 visitors and served as both an artistic and educational engagement piece.</li> <li>The experience positioned the emerging curator for future opportunities, and she subsequently secured full-time employment with the Textile Museum.</li> </ul>	<ul style="list-style-type: none"> <li>The mentorship enabled the emerging curator to build professional skills, curatorial experience, and industry connections, directly resulting in her securing full-time curatorial employment.</li> <li>The exhibition provided a platform for Black 2SLGBTQ+ artists, bringing visibility to their pandemic experiences and artistic expressions.</li> <li>Over 3,000 attendees engaged with the exhibit, creating an opportunity for public audiences to hear from communities that were often unheard during the pandemic.</li> <li>The exhibit also demonstrated a commitment to culturally responsive and inclusive public education through the arts.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>The emerging Black Francophone curator gained industry-specific mentorship, professional development, and employment as a direct outcome of her participation.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>The exhibit fostered a shared space of storytelling and healing for Black LGBTQ2S+ communities.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Museums &amp; Heritage Services embedded mentorship and equity in its curatorial process.</li> </ul> <p>Community/Societal</p> <ul style="list-style-type: none"> <li>The COVID-19 exhibit challenged dominant narratives by amplifying marginalized voices and histories.</li> <li>It served as a public education tool, contributing to broader social recognition of the unique impacts of COVID-19 on Black and 2SLGBTQ+ communities.</li> </ul>	COMPLETE (Year 5)

**Issue Area 4: Policing & The Justice System**

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status	
16	Implement measures to stop racial profiling and over-policing	16.3 Review police use of force protocols from an Anti-Black Racism Analysis.	Toronto Police Service (TPS)	<p>Development of Equity and Anti-Racism Framework for Governance and Service Procedures (June 2022 – April 2023)</p> <ul style="list-style-type: none"> <li>The Board Office launched consultations with internal and external experts, including the Anti-Racism Advisory Panel, starting in June 2022. A public consultation phase followed in September 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Laid the foundation for a systemic review of all Service procedures through an equity and anti-racism lens.</li> <li>Formalized cross-unit collaboration (Governance + Equity, Inclusion &amp; Human Rights Unit).</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Encouraged Service Members to understand and respond to trauma and systemic barriers in ways that support healing over harm.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Created a formal mechanism to integrate anti-racism into TPS policies and governance—</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
of Black Torontonians.			<ul style="list-style-type: none"> <li>Developed a framework to apply an equity and anti-racism lens to Toronto Police Service (TPS) Governance, piloted with Chapter 1 of TPS Procedures.</li> <li>CABR feedback was incorporated, and the framework is now being integrated into the Governance Procedure Review Cycle.</li> <li>A Governance Equity Review Committee was established in April 2023.</li> <li>Draft policy and consultation materials published: <a href="https://tpsb.ca/consultations-and-publications/dauf">https://tpsb.ca/consultations-and-publications/dauf</a></li> </ul> <p>Use of Force Policy Reform and Public Consultation (Implemented Jan. 2024)</p> <ul style="list-style-type: none"> <li>The Board Office incorporated extensive community feedback into a revised Use of Force Policy, with over 35 verbal deputations, 14 written deputations</li> <li>Over 7 community partners engaged in consultation, including two virtual sessions with a combined reach of 1,525 individuals</li> <li>Developed: Draft revised Use of Force Policy; Comprehensive De-escalation Model; Supervisory review requirements for all use-of-force incidents and random samples of body-worn camera footage.</li> <li>Recommendations include mandating supervisors to identify and address biased or inappropriate use of force; Ensuring unreported incidents are investigated; Advocating for province-wide adoption of the model.</li> <li>On July 7th, 2023, a memorandum was issued by the Solicitor General adopting a new Use of Force/De-escalation model, called “The Ontario Public-Police Interactions Training Aid Framework Document”.</li> <li>It was formally incorporated into the Toronto Police Service procedures and renamed “Incident Response (Use of Force/De-Escalation)” in January 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Began shifting police governance to incorporate community-informed equity standards.</li> <li>Shifted training from force-based tactics to de-escalation, trauma-informed care, and culturally responsive engagement.</li> <li>Centred community-impacted voices in the training design process.</li> <li>Introduced a shift in policy language and intention, from “use of force” to a culture of de-escalation and oversight.</li> <li>Increased accountability through supervisor responsibility and video review.</li> <li>Developed ahead-of-policy training implementation to build familiarity.</li> </ul>	<p>shaping how officers are trained, held accountable, and evaluated.</p> <ul style="list-style-type: none"> <li>Structural training reform reframes use of force incidents as preventable through culture change and skill-building.</li> <li>Reshapes how officers understand public interactions—not as threats, but as opportunities for engagement and safety.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Community input, including from Black and equity-deserving residents, shaped structural reform efforts across TPS.</li> <li>Advances public trust by making visible reforms based on community feedback, especially from those most affected by police violence.</li> <li>Offers a community-driven response to police violence by embedding anti-Black racism insights into law enforcement policy at the structural level.</li> </ul>	
16 Implement measures to stop racial profiling and over-policing	16.5 Improve training to equip Law Enforcement Officers with knowledge and skills to better	Toronto Police Service (TPS)	<p>In-Service Training – Centering Black Experiences and Peer Intervention Modules.</p> <ul style="list-style-type: none"> <li>In 2023, 4,072 TPS frontline members (Police Officers, Bookers, Court Officers, District Special Constables) completed mandatory In-Service Training.</li> <li>The training featured an 80-minute module titled “Centering Black Experiences”—the primary vehicle for delivering in-class anti-Black</li> </ul>	<ul style="list-style-type: none"> <li>Officers enhanced their capacity to identify, respond to, and intervene in ABR-related scenarios.</li> <li>Frontline members received practical, experience-based training, supporting greater real-world application of ABR principles.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Increased officer awareness and behavioural capacity regarding anti-Black racism.</li> <li>Builds foundational ABR knowledge for incoming service members.</li> <li>Deepens understanding of fairness and systemic racism in professional practice.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
of Black Torontonians.	protect and serve diverse people of African descent.		<p>racism content. Learners engaged in simulator scenario training involving Anti-Black racism, Third-party bias, Race-based data, Use-of-force decision-making, Peer intervention.</p> <ul style="list-style-type: none"> <li>Additionally, members completed a separate 80-minute “Peer Intervention” module, addressed the impact of misconduct, and emphasized intervening on peers who do not meet TPS standards</li> <li>In 2024, 4,770 TPS members completed the Centering Black Experiences training as part of their annual In-Service Training.</li> </ul> <p>Anti-Black Racism E-Learning Module – “Let’s Talk.”</p> <ul style="list-style-type: none"> <li>653 new TPS members completed the “Let’s Talk – How Anti-Black Racism Impacts Impartial Policing” e-learning module in 2023.</li> <li>In 2024, 394 new recruits completed the online Anti-Black Racism module as part of recruit training.</li> </ul> <p>Fair &amp; Unbiased Policing Course.</p> <ul style="list-style-type: none"> <li>This 5-day (40-hour) mandatory course was delivered in 2023 to 384 Cadet Police Officers, 90 Special Constables, 42 Parking Enforcement Officers, and 15–30 Communications Operators.</li> <li>In 2024, 602 members (uniformed and civilian) participated in the 5-day Fair and Unbiased Policing training course.</li> </ul>	<ul style="list-style-type: none"> <li>New hires receive early-stage education in anti-Black racism, improving onboarding and cultural awareness.</li> <li>Training ensures a shared baseline understanding across all new members before field deployment.</li> <li>A broader cross-section of TPS personnel received structured, ABR-integrated education.</li> <li>The course expands the reach of equity-based learning to non-policing TPS roles, including communications and parking operations.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Peer-based intervention training supports collective accountability within units.</li> <li>Builds a shared language of equity across TPS staff regardless of rank or division.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>ABR principles are institutionalized through recurring annual training integrated into core TPS operations.</li> <li>E-learning standardizes expectations around impartial policing and racial equity across the organization.</li> <li>Embeds ABR as a foundational value in all onboarding and professional development pathways.</li> </ul>	
16 Implement measures to stop racial profiling and over-policing of Black Torontonians.	16.5 Improve training to equip Law Enforcement Officers with knowledge and skills to better protect and serve diverse people of African descent.	Social Development (SD) – Community Safety & Wellbeing Section (CSWB)	<p>Co-designed a Multi-sector Violence Reduction Plan with community partners, focusing on prevention, intervention, and recovery strategies.</p> <ul style="list-style-type: none"> <li>Embedded an anti-Black racism lens throughout the plan to address the disproportionate impact of gun violence on young Black males.</li> <li>Engaged communities with lived experience of violence, systemic racism, and trauma in the co-development process.</li> <li>Developed the plan in partnership with Toronto Police Services and community-based organizations.</li> <li>Addressed key drivers of violence, including trauma, poverty, adverse childhood experiences, identity-based conflicts, and the influence of social media.</li> </ul>	<ul style="list-style-type: none"> <li>Co-created a public health-based approach to violence prevention, emphasizing healing, justice, and systems transformation.</li> <li>Elevated the voices of Black communities and individuals directly impacted by gun violence to shape responsive, community-led solutions.</li> <li>Increased police and community understanding of how structural racism and trauma contribute to cycles of violence.</li> <li>Established shared responsibility among government, police, and community for safety planning and violence reduction.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Individuals with lived experience contributed to shaping solutions, increasing their sense of purpose, leadership, and influence on systems that affect them.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Centered anti-Black racism in violence reduction planning, setting a precedent for equity-based, multi-sector policy development.</li> <li>Repositioned police as one part of a broader ecosystem of care and response rather than the default crisis response body.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Promoted a shift in how public safety is understood and delivered by addressing systemic root causes of gun violence.</li> </ul>	COMPLETE (Year 5)
16 Implement measures to	16.7 Communicate to the Province the	Social Development	Created the Violence Prevention Toronto Office (VPTO), an integrated office with key institutional and sectoral stakeholders to develop strategies	<ul style="list-style-type: none"> <li>Foundational work has begun to create an inclusive, community-informed framework that</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TPS is reorienting its role in violence prevention from enforcement toward collaborative system</li> </ul>	ONGOING (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
stop racial profiling and over-policing of Black Torontonians.	need for improvements to policing and the justice system to better serve and protect people of African descent.	Supported by Toronto Police Service, TCHC, TDSB, TTC	<p>and initiatives aimed at violence prevention, intervention, response and recovery.</p> <ul style="list-style-type: none"> <li>The VPTO was created as an integrated office consisting of embedded staff from the City of Toronto, Toronto Police Service, Toronto Community Housing, Toronto District School Board, Toronto Transit Commission and dedicated leads from several other institutions, including Provincial TCDSB intervention, Ministries and funded community partners and programs.</li> <li>These partners are working collaboratively to mobilize divisions and a recovery, trauma-informed and responsive public health approach to community violence prevention, intervention, response, and recovery.</li> <li>Since its inception, VPTO has:               <ul style="list-style-type: none"> <li>Developed protocols with partners, with additional protocols under development with the provincial ministries of SOLGEN, MAG, and MCCSS.</li> <li>Established 6 Integrated Safety Coordination Teams</li> <li>Implemented a summer safety plan that included 140 youth programs that engaged over 15,000 participants and 50 community events that engaged over 5000 youth.</li> <li>Funded two hospital-based violence intervention programs.</li> <li>Launched the TTC Youth Unrest Pilot, where Community PEERS facilitated workshops with 45 youth at 3 Toronto District School Board schools to build relationships, prevent transit system violence, and create awareness about fare evasion.</li> <li>Invested in the Urban Rez Safe 6ix Mobile Outreach program. Created two Anti-Bullying School-based Intervention pilots exploring the needs of young people affected by bullying while building capacity among parents and teachers.</li> <li>Organized the Back-to-School Symposium in August, which convened 700 School Administrators from TDSB/TCDSB along with City staff, TPS, TCHC, TTC, and community partners to discuss safety in schools and share information on safety protocols.</li> </ul> </li> </ul>	<p>aligns with anti-Black racism principles and evidence-based violence reduction strategies.</p> <ul style="list-style-type: none"> <li>Shared accountability and trust-building between police, government, and Black communities is being pursued through data-sharing agreements, policy coordination, and youth-focused service integration.</li> <li>SafeTO and SCALE will be recommended for inclusion in the 10-Year Action Plan to Confront Anti-Black Racism due to the long-term nature of the strategy.</li> <li>A simple communication to the Province was deemed insufficient; instead, the City and TPS are prioritizing foundational research, community engagement, and inter-agency coordination.</li> <li>Evaluation and evidence-based review are key pillars, requiring formal data-sharing agreements and system accountability frameworks.</li> </ul>	<p>design, aligning with community safety goals through data governance, policy design, and service integration.</p> <ul style="list-style-type: none"> <li>TPS's involvement in SafeTO reflects a willingness to adopt a shared governance approach, centering anti-Black racism, community trauma, and local leadership in strategy development.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>By including culturally specific supports, integrated analytics, and community-led disruption models, the initiative aims to build long-term resilience in the communities most affected by violence.</li> </ul>	
17 Build a more transparent, accountable and effective	17.1 Mandate the collection and public reporting of race-based	Toronto Police Services (TPS)	<p>Race-Based Data Collection (RBDC) – Phase 2 (2022–2023).</p> <ul style="list-style-type: none"> <li>TPS has implemented a multi-year Race-Based Data Collection (RBDC) strategy aligned with City Council's recommendation (R39) and provincial legislative requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Released four major anonymized data sets: Use of Force, Strip Search, Arrest, and Arrest Outcomes.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>With ~121 total community stakeholders engaged, the CAP and contact groups have pushed TPS to analyze how anti-Black racism is experienced systemically, not just individually.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
police oversight system to better serve Black Torontonians and to strengthen community trust in police to serve and protect them.	data for greater transparency.		<ul style="list-style-type: none"> <li>Phase 2 (2022–2023) expanded the scope to include Arrests, Mental Health Apprehensions, Child Apprehensions, Continued analysis of Use of Force and Strip Search interactions</li> <li>In June 2022, TPS released Phase 1 open analytics and began hosting public Community Town Halls, reaching ~300 people in person, and ~4,113 through livestream</li> <li>In April 2023, TPS released a summary of the 6 town halls: <a href="#">What We Heard Report – TPS</a></li> <li>On July 27, 2023, the first Phase 2 Arrest Data set was released; a follow-up analysis and outcome report was released on November 10, 2023: <a href="#">TPS Arrest and Outcome Report</a></li> <li>TPS maintains an interactive RBDC dashboard to increase transparency: <a href="#">RBDC Dashboard</a></li> <li>The Community Advisory Panel (CAP) grew from 11 to 25 members in 2023. These members are compensated for their contributions.</li> <li>TPS also introduced four Community Stakeholder Contact Groups representing Community Agencies, Policing groups, Internal TPS committees, and Government stakeholders.</li> <li>Internally, TPS trained its Equity, Inclusion and Human Rights Unit and embedded learnings into divisional practice and policy evaluation.</li> <li>Externally, TPS shared its findings with the Ontario Association of Chiefs of Police, the Ontario Human Rights Commission, and multiple academic and community conferences.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened community trust and transparency by enabling public access to open analytics and dashboards.</li> <li>Improved internal awareness among TPS members about how RBDC findings affect operations, particularly as they relate to anti-Black racism.</li> <li>Informed the development of 38 specific Action Items to address racial disparities identified in Phase 1, with ongoing tracking and adjustment based on community input.</li> <li>Continue building out the 38 RBDC Action Items and report on additional findings.</li> <li>Add more interaction types to its data sets (e.g., diversions, stops).</li> <li>Maintain CAP engagement and improve the frequency and reach of community communications.</li> <li>Advocate for integrated data-sharing across the justice, education, and child welfare sectors to create holistic equity impact evaluation frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>Open town halls created opportunities for shared understanding and dialogue, allowing members to challenge assumptions and co-create solutions.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>RBDC insights have led to policy shifts, including revised training (e.g., ABR content embedded at the Toronto Police College) and review of internal procedures.</li> <li>Command leadership now has access to race-disaggregated findings, creating opportunities for structural reform and greater alignment with the Service’s equity goals.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>The transparency of data and community-led analysis have held TPS publicly accountable.</li> <li>The collaboration with external partners like the Ontario Human Rights Commission helps build a multi-sector ecosystem to challenge and transform racial inequities in public safety, education, and child welfare.</li> </ul>	
18 Invest in alternative models that create better safety outcomes for Black Torontonians.	18.2 Use an Anti-Black Racism Analysis to develop and implement alternative models of policing that focus on community engagement.	Toronto Police Services (TPS)	<p>Community Experience Program (CEP) for New Probationary Constables.</p> <ul style="list-style-type: none"> <li>The Community Experience Program (CEP) officially commenced in July 2021. The CEP is now mandatory training for all new Probationary Constables following their return from the Ontario Police College (OPC) and before full graduation from the Toronto Police College.</li> <li>Seven CEP sessions have been completed to date, engaging with approximately 82 community agencies focused on serving Black communities, Indigenous communities, LGBTQ2S+ individuals, and other racialized and marginalized populations</li> <li>The CEP curriculum has expanded from an initial three-day format to five days. The Toronto Police College extended its post-OPC training schedule by two days to accommodate this.</li> <li>The CEP is now embedded as part of the recruit training curriculum post-OPC and operates in collaboration with:</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of Black and other equity-deserving community experiences among new constables.</li> <li>Improved readiness of new recruits to engage in bias-free, community-informed policing.</li> <li>Strengthened relationships with community organizations through regular collaboration in training.</li> <li>New constables enter field work with a deeper sense of equity, inclusion, and accountability.</li> <li>Ongoing refinement of training through post-session feedback from both constables and community partners.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Probationary Constables gain first-hand insights into systemic inequities and community-led supports.</li> <li>Trainees develop cultural competence, empathy, and de-escalation awareness before interacting with the public.</li> <li>The Body-Worn Camera component reinforces personal accountability and facilitates constructive coaching.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>The CEP fosters trust-building between police and communities by allowing interaction in non-enforcement settings.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<ul style="list-style-type: none"> <li>○ Toronto Police College Staff</li> <li>○ Community Partnership and Engagement Unit (CPEU)</li> <li>○ Community Safety Command</li> <li>○ Equity, Inclusion &amp; Human Rights (EI&amp;HR)</li> <li>○ Divisional Planners and Coach Officers</li> <li>○ Community agencies and advocates</li> <li>● A new five-day Fair and Unbiased Policing course and a Body-Worn Camera (BWC) training module are now included in the post-OPC curriculum.               <ul style="list-style-type: none"> <li>○ Recruits wear BWC during exercises.</li> <li>○ Footage is reviewed as part of their evaluation and learning.</li> </ul> </li> <li>● All police divisions receiving new recruits are required to develop a divisional CEP plan tailored to their local community context.</li> <li>● The CEP works in tandem with the TPS Coach Officer Program, which plays a key role in:               <ul style="list-style-type: none"> <li>○ Development, training, and evaluation of recruits during their field placements.</li> <li>○ Ensuring community exposure is supported during in-service training.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>● Participants hear directly from youth, advocates, and vulnerable community members, deepening relational understanding and respect.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>● The integration of CEP into the formal police college curriculum represents a structural shift in how TPS approaches early-stage officer development.</li> <li>● It reflects a systemic commitment to equity, reinforcing that community engagement is core, not supplementary, to policing.</li> <li>● Partnerships with community groups are now institutionalized as part of recruit education and performance measurement.</li> </ul>	
<p>18 Invest in alternative models that create better safety outcomes for Black Torontonians.</p>	<p>18.2 Use an Anti-Black Racism Analysis to develop and implement alternative models of policing that focus on community engagement.</p>	<p>Toronto Police Services (TPS)</p>	<p>911 Crisis Call Diversion Pilot (911CCD).</p> <ul style="list-style-type: none"> <li>● Launched on September 2, 2021, in partnership with the Gerstein Crisis Centre, the pilot places a crisis worker inside the TPS Communications Centre.</li> <li>● TPS committed one Sergeant and one Staff Sergeant to lead the development, research, and execution of the pilot.</li> <li>● Crisis workers receive 8 days of TPS call-taker training, 80 hours of one-on-one “on-desk” coaching with Communications staff.</li> <li>● The pilot operates on a co-response model, where crisis workers de-escalate the caller and stay on the line while officers are dispatched, if required. Gerstein staff, not TPS employees, handle and record calls independently.</li> <li>● Pilot ended September 30, 2024.</li> </ul> <p>Toronto Community Crisis Service (TCCS) Pilot Participation.</p> <ul style="list-style-type: none"> <li>● TPS worked with the City of Toronto to design and implement the TCCS pilot, a non-police mobile crisis response program. TPS assisted with Call triage protocol development, Internal communications strategy, and in-person briefings to frontline officers.</li> </ul>	<ul style="list-style-type: none"> <li>● Pilot operational hours were expanded to 24 hours a day and coverage extended to all TPS divisions in the third year extension.</li> <li>● The pilot underwent an independent evaluation by the Centre for Addiction and Mental Health (CAMH).</li> <li>● From March 31, 2022, to December 31, 2024, the TCCS has received 23,962 calls for service. In total, 19,993 (83%) calls for service were dispatched.</li> <li>● Institutionalization of anti-Black racism training and intercultural communication modules for all members.</li> <li>● Emphasis on historical and intergenerational trauma, patient rights, and cultural competency.</li> <li>● Officer preparedness enhanced with equity-informed responses to mental health calls.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>● Demonstrates TPS’s shift toward integrated community-led crisis response.</li> <li>● Reorients policing practice toward collaboration with community mental health systems.</li> <li>● Staff Learning: Expanded understanding of systemic and interpersonal bias; preparedness to support diverse service users.</li> <li>● Significant curriculum reform establishes anti-racism and human rights as core police competencies.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>● Creates a harm reduction model that prioritizes non-police responses and culturally safe interventions.</li> <li>● Offers service users the option to decline police involvement, enhancing community trust and choice.</li> </ul>	<p>COMPLETE (Year 5)</p>

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<p>The effectiveness of mobile crisis teams operating without police involvement was proven during the pilot period, and the Toronto Community Crisis Service (TCCS) officially launched city-wide in September 2024.</p> <p>Mobile Crisis Intervention Team (MCIT) Expansion.</p> <ul style="list-style-type: none"> <li>Expanded from 10 to 13 MCIT teams, operating 14.5 hours daily, 7 days/week.</li> <li>Established the District Crisis Support Officer role for off-hours co-response.</li> <li>Created new MCIT uniforms and vehicle branding to improve approachability.</li> <li>MCIT Level 1 training expanded from 40 to 80 hours. Curriculum co-developed with TPS Equity, Inclusion &amp; Human Rights Unit (EIHR) and the Toronto Police College (TPC). It now includes 20 hours of equity, inclusion, and human rights; patient advocacy and anti-oppression training; and modules on ABR, cultural communication differences, trauma and the history of slavery in Canada, mental health in Black communities, and LGBTQ2S+ and Indigenous-specific considerations.</li> </ul>			
<p>18 Invest in alternative models that create better safety outcomes for Black Torontonians.</p>	<p>18.2 Use an Anti-Black Racism Analysis to develop and implement alternative models of policing that focus on community engagement.</p>	<p>Social Development (SD) – Community Safety &amp; Wellbeing Section (CSWB)</p> <p>Toronto Community Housing Corporation (TCHC)</p>	<p>Conducted a review of the Toronto Community Housing Corporation’s Community Safety Unit (CSU) to explore alternative safety models aligned with community needs and anti-Black racism frameworks.</p> <ul style="list-style-type: none"> <li>Secured ConveneTO as the lead consultant team to conduct the review with a focus on meaningful engagement and co-design.</li> <li>ConveneTO began work to:               <ol style="list-style-type: none"> <li>Identify safety goals and tenant priorities across TCHC communities.</li> <li>Examine alternative models of safety that reflect TCHC and City values, including community engagement and equity.</li> <li>Assess the workplace experiences of Black CSU staff within the broader equity commitments of TCHC.</li> <li>Analyze CSU’s operating procedures in relation to the lived realities and safety concerns of tenants.</li> </ol> </li> <li>Findings from the review will inform recommendations to the TCHC Board and SafeTO.</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of how current safety practices impact Black tenants and staff, as well as the broader community.</li> <li>Developed baseline data on tenant perceptions of safety and CSU effectiveness to inform future service design.</li> <li>Strengthened trust and transparency between TCHC, City staff, and residents through an equity-informed consultation process.</li> <li>Created a pathway for meaningful organizational change at TCHC by embedding an anti-Black racism lens into safety planning and staffing policies.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Positioned TCHC to develop a new, community-based safety model rooted in trauma-informed care, anti-racism, and harm reduction.</li> <li>Challenged traditional policing frameworks by exploring alternatives that reflect the lived experiences and needs of Black communities.</li> <li>Reinforced the importance of co-leadership between the City, TCHC, and communities most impacted by systemic violence and policing.</li> </ul>	<p>COMPLETE (Year 5)</p>

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
18 Invest in alternative models that create better safety outcomes for Black Torontonians.	18.2 Use an Anti-Black Racism Analysis to develop and implement alternative models of policing that focus on community engagement.	Social Development (SD) – Community Safety & Wellbeing Section (CSWB)	Continued TO Wards Peace (TWP), a risk-driven, place-based violence intervention model, beginning with implementation in Northwest Toronto. <ul style="list-style-type: none"> <li>Leverage data sets from institutional partnerships to identify geographic locations most impacted by community violence and co-design community-driven violence intervention/interruption models in collaboration with Black-led consultants and organizations.</li> <li>Accessed and analyzed data from the Toronto Police Service, Toronto Community Housing’s Violence Reduction Plan, and the Toronto District School Board’s Student Wellbeing Survey to identify violence-related geographic and demographic trends.</li> <li>Leveraged the insights from a 2019 Council motion allocating resources to support the design of a community-centered model focused on violence intervention and disruption.</li> <li>Conducted community consultations in Scarborough from April to July, involving parents, youth, local agencies, grassroots organizations, and institutional partners.</li> <li>Based on learnings and data trends, TWP expanded to Scarborough in 2023, with Agincourt Community Services Association (ACSA) selected as the local pre-implementation partner to support planning and activation.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced community ownership over violence prevention by engaging residents, youth, and local leaders in the design of intervention models.</li> <li>Supported a 74-person cohort in Year One of implementation (2022–2023), targeting individuals most vulnerable to violence, involvement in the justice system, and high-risk activity.</li> <li>90% of youth supported through the program identified as Black, underscoring the equity-based targeting of TWP and its alignment with anti-Black racism strategies.</li> <li>Strengthened institutional coordination between government, education, housing, and community to advance risk-driven, population-specific solutions.</li> <li>Identified priority neighbourhoods for TWP implementation based on real-time institutional data and community insights.</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Youth and families most vulnerable to violence received direct supports rooted in care, cultural responsiveness, and disruption of high-risk trajectories.</li> </ul> Group/Interpersonal <ul style="list-style-type: none"> <li>Co-design processes fostered collaboration among local youth, residents, grassroots groups, and agencies, enhancing community trust and social cohesion.</li> <li>Resident champions emerged to lead in their neighbourhoods, modelling peer-to-peer transformation and localized knowledge sharing.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>Institutional partners adopted a data-informed, equity-focused model that centers the lived experiences of Black youth in service design.</li> <li>Strengthened inter-agency coordination between City divisions and community-based organizations to deliver integrated supports.</li> <li>Investments in the Northwest contribute to systemic change, empowering communities most impacted by violence to lead in their own safety solutions.</li> </ul>	COMPLETE (Year 5)
18 Invest in alternative models that create better safety outcomes for Black Torontonians.	18.3 Use effective alternative models to incarceration such as the use of restorative justice models developed and implemented with elders in Black communities.	Social Development (SD) – Community Safety & Wellbeing Section (CSWB)  Ministry of the Attorney General (MAG)	Partner with the Ministry of the Attorney General (MAG) to implement the Toronto Northwest Justice Centre and the Toronto Downtown East (DTE) Justice Centre, supporting the delivery of multi-sector wraparound services to justice-involved individuals with complex needs. <p>Toronto Northwest Justice Centre</p> <ul style="list-style-type: none"> <li>Provided investment in System Navigators and embedded staff to support youth through case management and system navigation.</li> <li>Hired System Navigators in 2023 to offer a range of high-quality services addressing mental health, developmental disabilities, autism, early years intervention, and family supports.</li> <li>Targeted support for out-of-custody youth from Toronto Police Divisions 12, 22, 23, 31, 32, and 33.</li> </ul>	Northwest Justice Centre <ul style="list-style-type: none"> <li>Supported over 400 youth with wraparound services designed to address underlying drivers of justice involvement.</li> <li>Top services accessed included education, housing stability, family and basic needs, mental health, substance use supports, and violence prevention.</li> <li>Increased capacity to serve racialized and Black youth through culturally competent care and community-centred supports.</li> </ul> Downtown East Justice Centre	Personal/Individual <ul style="list-style-type: none"> <li>Youth and adults navigating the justice system received non-punitive, trauma-informed supports that addressed root causes of justice involvement.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>Embedded a wraparound model within the justice system that repositions the role of health and community care in justice responses.</li> <li>Demonstrated how multi-sector collaboration between the City, MAG, health services, and community organizations can shift outcomes for high-risk populations.</li> </ul>	COMPETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<ul style="list-style-type: none"> <li>Prioritized breaking the cycle of offending by addressing root causes such as poverty, systemic discrimination, and unmet developmental and mental health needs.</li> <li>Delivered holistic and culturally informed supports that respond to the overrepresentation of Black and racialized youth in the justice system.</li> <li>Since launching in May 2021, the Toronto Northwest Justice Centre has served over 400 young people aged 12–17.</li> </ul> <p>Toronto Downtown East Justice Centre</p> <ul style="list-style-type: none"> <li>Invested in community case managers and embedded clinical staff to serve high-needs individuals intersecting with poverty, homelessness, isolation, mental health, addiction, and developmental disabilities.</li> <li>Provided on-site wraparound services including psychiatric care, primary health, addiction medicine, housing support, and developmental disability programming.</li> <li>Offered front-end, diversion-oriented supports to reduce criminalization and recidivism among individuals with complex needs.</li> <li>Since launching in May 2021, the DTE Justice Centre has processed over 600 charges, redirecting service users toward care and stabilization.</li> </ul>	<ul style="list-style-type: none"> <li>Responded to the needs of individuals involved in over 600 criminal charges with tailored, interdisciplinary interventions.</li> <li>Most commonly addressed needs included mental health, housing, addiction, primary care, developmental disabilities, family supports, and employment.</li> <li>Improved service pathways for individuals with complex needs, offering alternatives to incarceration and advancing stabilization and recovery.</li> </ul>	<ul style="list-style-type: none"> <li>Increased institutional capacity to respond equitably to the needs of Black and equity-deserving youth and adults.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Helped reduce the cyclical criminalization of vulnerable populations by redirecting individuals from punitive systems to supportive care.</li> <li>Reinforced the importance of place-based, community-informed justice solutions tailored to local needs.</li> </ul>	

**Issue Area 5: Community Engagement & Black Leadership**

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
19	19.1 Outreach, recruit and appoint diverse people of African descent to City agencies, boards and commissions.	City Clerk’s Office (CCO)  Equity, Diversity & Human Rights (EDHR)  Strategic & Corporate Policy (S&CP)	<p>Continue to prioritize outreach to Black Torontonians in the public appointments process and update the Diversity Dashboard to inform data-driven engagement efforts.</p> <ul style="list-style-type: none"> <li>Maintained and updated the City’s Diversity Dashboard to provide transparent data to both the public and internal stakeholders on the racial demographics of applicants, interviewees, and appointees.</li> <li>Collected and analyzed race-based data to track progress and identify areas for improvement in representation across City boards, agencies, and commissions.</li> <li>As of the end of 2023: <ul style="list-style-type: none"> <li>13.9% of applicants identified as Black.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increased visibility of City opportunities among Black residents through data-informed outreach and engagement.</li> <li>Increased number of Black applicants participating in the Public Appointments process over time.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black applicants were better supported in navigating the public appointments process through transparent information and targeted engagement.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Embedded equity and race-based accountability into public appointments processes across participating divisions.</li> <li>Strengthened internal capacity to monitor, evaluate, and adjust engagement practices to improve access for underrepresented groups.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
		Social Development (SD)	<ul style="list-style-type: none"> <li>○ 20.9% of interviewees identified as Black.</li> <li>○ 15.0% of appointees identified as Black.</li> <li>● As of September 2025:               <ul style="list-style-type: none"> <li>○ 15.4% of applicants identified as Black</li> <li>○ 14.9% of interviewees identified as Black</li> <li>○ 8.0% of appointees identified as Black</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>● Demonstrated how data and policy can work together to dismantle barriers and support systems change.</li> <li>● Contributed to more diverse and representative boards and commissions, better reflecting the population of Toronto.</li> </ul>	
19 Increase opportunities for Black Torontonians to participate in City decision-making.	19.2 Outreach, recruit and appoint diverse people of African descent to program-level advisories in City divisions.	Social Development (SD) – Community Safety & Wellbeing (CSWB)	<p>Community Safety &amp; Wellbeing Elders Meeting (TOWards Peace Initiative).</p> <ul style="list-style-type: none"> <li>● Staff created an Elders Advisory Model consisting of reputable elders in good standing within Black communities.</li> <li>● Two engagements were held in 2023, in May and November. Fourteen elders were engaged in total, with nine elders participating in each meeting.</li> <li>● Elders were engaged in collaborative service planning to strengthen cross-generational mentorship and representation in City planning.</li> </ul>	<ul style="list-style-type: none"> <li>● Elders gained opportunities for cross-generational mentorship and increased community leadership roles.</li> <li>● Black communities had increased representation in service planning and in articulating Black-focused issues, supports, and family services.</li> <li>● Stronger partnerships and opportunities for advocacy were created between Black community leaders and the City.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>● Elders developed and shared leadership strategies, fostering intergenerational mentorship and wisdom-sharing.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>● Strengthened partnerships between Black leaders and City staff supported collective advocacy, resource sharing, and relationship building.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>● Increased institutional capacity to advance anti-Black racism work through direct integration of Black community voices into service planning.</li> <li>● Elevated the role of Black elders as trusted leaders in shaping safety, well-being, and anti-racism strategies at the City level.</li> </ul>	COMPLETE (Year 5)
19 Increase opportunities for Black Torontonians to participate in City decision-making.	19.4 Review and revise the City's complaint processes to ensure that anti-Black racism is addressed at all phases and is aligned with related City instruments, policies, and regulations.	Customer Experience Division (CXD)  City Manager's Office (CMO)  People & Equity (P&E)	<p>Build a new complaints intake and complaints escalations process for a select group of City divisions, with a planned launch in Q1 2024.</p> <ul style="list-style-type: none"> <li>● Dedicated staff time and interdivisional collaboration supported the development of a new corporate complaints process, grounded in equity and informed by public feedback.</li> <li>● Conducted a jurisdictional and best practices scan (completed), along with preliminary customer engagements that centred on the unique experiences of Black communities in accessing City complaints processes (completed).</li> <li>● Created and validated new corporate standards for complaints intake and escalations management, with feedback from leadership and the Ombudsman's Office (completed).</li> </ul>	<ul style="list-style-type: none"> <li>● Establishment of a cross-divisional team that successfully reviewed and redesigned the City's complaints processes with an explicit equity and anti-racism lens.</li> <li>● Completion of key research activities, including public engagement with Black residents and communities that identified specific barriers and informed the new design.</li> <li>● Increased institutional understanding of how anti-Black racism and systemic inequities shape access to and experiences with complaint systems.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>● Individuals now have access to a more transparent and accountable process that is easier to navigate and better aligned with their lived realities.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>● Internal equity-focused groups collaborated with CXD to ensure that the system reflects community-informed design, resulting in a more inclusive complaints experience.</li> <li>● New pathways for escalation and resolution reduce friction between residents and staff, supporting healthier relationships built on trust and responsiveness.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
			<ul style="list-style-type: none"> <li>Consulted with eight equity-focused enabler groups to embed accessibility, anti-Black racism, and inclusion principles into the design of the new system (completed).</li> <li>Designed a centralized complaints process to be launched through 311 in Q1 2024, including a tracking system to monitor escalations and enable city-wide complaints reporting.</li> <li>Developed a roadmap for implementation across the rest of the organization, to be refined following the initial launch.</li> <li>Ensured systems readiness through collaboration with Technology Services and budgeted for capital investment in systems design, implementation, and licensing.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of new corporate standards that guide a transparent, consistent, and user-centred complaints process across City divisions.</li> <li>Launch of a centralized system that makes it easier for residents—especially from equity-deserving communities—to submit, track, and resolve complaints with the City.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The new process reflects a City-wide institutional shift toward equitable service standards, rooted in anti-Black racism and accessibility frameworks.</li> <li>Through system-wide design and implementation, the City will be better positioned to track, learn from, and act on complaints data with a focus on service equity and public accountability.</li> <li>Improved tools and processes increase staff efficiency, coordination, and capacity to manage complex service complaints.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>A more inclusive and responsive complaints system ensures that all residents, particularly those from historically excluded communities, can see themselves reflected in public service delivery.</li> </ul>	
<p>19 Increase opportunities for Black Torontonians to participate in City decision-making.</p>	<p>19.5 Advertise the City's complaint processes in communities of African descent.</p>	<p>Customer Experience Division (CXD)  Social Development (SD – ArtWorksTO)  Strategic Public &amp; Employee Communications (SPEC)  Deputy City Manager's Office (Corporate Services)</p>	<p>Develop and complete advertising materials to raise awareness of how to contact 311 and access the City's complaints process, with a focus on Black youth.</p> <ul style="list-style-type: none"> <li>Initial input for the project included findings from user-experience research conducted in 2020, which focused on public feedback from Black communities on accessing the City's complaints process.</li> <li>A proposal was submitted to the ArtWorksTO program to fund the creation of a youth-led advertising campaign, leading to the engagement of BIPOC youth artists and content creators.</li> <li>Completed a multi-phase creative development process.</li> <li>Final approval of content by SPEC, 311, SD, and the Deputy City Manager's Office (Corporate Services).</li> <li>Final advertising outputs included two short videos for Instagram, two posters, and eight social media posts (tweets) with associated hashtags.</li> <li>Adjusted the campaign focus from complaints specifically to general 311 awareness after determining that a broader approach would increase campaign relevance and effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Raised internal awareness of how to effectively design and implement a targeted advertising campaign in collaboration with community artists and multiple City divisions.</li> <li>Strengthened institutional knowledge of how to engage Black youth through culturally relevant content and storytelling.</li> <li>Developed pilot materials that can be tested and refined ahead of a broader city-wide campaign aligned with the full rollout of the new complaints process (Action 19.4).</li> <li>Improved relationships between the City and Black youth creators through meaningful participation in public education initiatives.</li> <li>Identified important lessons in navigating interdivisional collaboration and public communications approvals processes.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black youth involved in the ArtWorksTO creative team experienced recognition, creative leadership, and civic contribution by shaping how government connects with their peers.</li> <li>Community members who view the advertisements are empowered with clearer knowledge of how to access City services and raise issues affecting their neighbourhoods.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened cross-divisional collaboration between CXD, SD, SPEC, and 311 to co-create responsive messaging for Black communities.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Enhanced institutional capacity to co-design communications with equity-deserving communities, aligning advertising practices with anti-Black racism commitments.</li> </ul>	<p>COMPLETE (Year 5)</p>

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			<ul style="list-style-type: none"> <li>The advertisements were finalized in 2023. The campaign launch is planned for 2024, and discussions continue regarding timing and amplification strategy.</li> </ul>		<ul style="list-style-type: none"> <li>Promotes public trust by increasing transparency about how to access 311 and submit complaints.</li> </ul>	
20	20.1 Make City spaces more accessible and welcoming to Black Torontonians. Leverage City spaces to create a Black community hub in partnership with Black service providers.	Social Development, Finance and Administration (SD) - Community Infrastructure Unit (CIU)	<p>In collaboration with PR, TPL, and CREM, developed a CST (Community Space Tenancy) Incubator Tenancy Pilot to support participation by grassroots and smaller not-for-profit organizations, particularly those that are Black-led.</p> <ul style="list-style-type: none"> <li>Conducted community outreach, engagement, and feedback collection to identify the space needs, operational requirements, and systemic barriers facing Black-led groups.</li> <li>An interdivisional project team was established to coordinate planning, implementation, and monitoring of the pilot program.</li> <li>An external agency was selected to lead engagement efforts through surveys and focus groups, including consultation with eight Black-led not-for-profit organizations.</li> <li>Feedback gathered from this engagement process is being used to inform the design and implementation of the Incubator Tenancy Pilot.</li> <li>A Request for Expressions of Interest (REOI) for the Incubator Pilot was launched in Q2 2025, with the first incubator tenant(s) anticipated by the end of 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened relationships between the City of Toronto and Black-led grassroots organizations through meaningful and inclusive engagement.</li> <li>Improved understanding of the operational, spatial, and institutional barriers Black organizations faces in accessing affordable community infrastructure.</li> <li>Laid the groundwork for the equitable implementation of the CST Incubator Tenancy Pilot, including clearer eligibility criteria, below-market leasing terms, and policy alignment with anti-Black racism goals.</li> <li>Increased internal coordination among City divisions to embed equity into real estate, community development, and infrastructure policy and practice.</li> <li>Positioned the City to provide dedicated support to Black-led organizations as part of a broader commitment to anti-Black racism and equitable service delivery.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened connections between grassroots organizations through the collective engagement process, fostering peer learning and shared advocacy.</li> <li>Created opportunities for collaboration and relationship-building among Black-led groups and with City representatives.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The CST Incubator Tenancy Pilot represents a shift toward institutionalizing equity within the City's real estate and infrastructure practices.</li> <li>The initiative strengthens the City's ability to support community-based service delivery models led by Black and equity-deserving organizations.</li> <li>Aligned with the Toronto Action Plan to Confront Anti-Black Racism and other strategic City frameworks that prioritize inclusion, placemaking, and community resilience.</li> </ul>	COMPLETE (Year 5)
20	20.1 Make City spaces more accessible and welcoming to Black Torontonians. Leverage City spaces to create a Black community hub in partnership with Black service providers.	Social Development, Finance and Administration (SD) - Community Infrastructure Unit (CIU)	<p>Following Council direction in July 2022 (MM47.29), SD began working with CREM, EDC, PR, and CreateTO to support the establishment of a Somali Centre for Culture and Recreation in Toronto.</p> <ul style="list-style-type: none"> <li>An interdivisional project team was established to collaborate with the Somali Centre Steering Committee through regular working sessions focused on long-term planning.</li> <li>City staff led a City-wide site review process to identify feasible locations for the proposed Centre based on space and programming needs outlined by the Somali Centre.</li> <li>Staff worked with the Somali Centre to review a financial strategy developed by the community to support capital and operational sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened collaboration between the City of Toronto and Toronto's Somali community through consistent and meaningful engagement on the proposed Centre.</li> <li>Improved understanding of the programming, infrastructure, and cultural preservation needs of Somali communities across generations.</li> <li>Facilitated an interdivisional, community-driven process that prioritizes culturally responsive infrastructure planning.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened trust between Somali community leaders and City staff through regular, collaborative working sessions.</li> <li>The Steering Committee served as a mechanism for peer learning, intergenerational dialogue, and collective advocacy within the Somali community.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Institutionalized community-led infrastructure planning processes in collaboration with equity-deserving groups.</li> <li>Enhanced cross-divisional coordination among SD, EDC, PR, CreateTO, and CREM, modelling</li> </ul>	COMPLETE (Year 5)

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			<ul style="list-style-type: none"> <li>Engagement efforts included exploring the feasibility of a long-term lease arrangement on a City-owned site and assessing the viability of an operating model under community leadership.</li> <li>City divisions provided guidance on partnership models, operating feasibility, and alignment with broader municipal strategic priorities.</li> </ul>		<p>how interdivisional work can be aligned with equity and community engagement goals.</p> <ul style="list-style-type: none"> <li>Demonstrated the City's commitment to advancing inclusive, responsive cultural infrastructure through policy, real estate strategy, and service design.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>The Somali Centre for Culture and Recreation will serve as a visible and enduring investment in Toronto's Somali communities, preserving cultural heritage and meeting social, recreational, and wellness needs.</li> </ul>	
20 Make City spaces more accessible and welcoming to Black Torontonians.	20.1 Leverage City spaces to create a Black community hub in partnership with Black service providers.	Economic Development & Culture (EDC)	<p>The City of Toronto is supporting Blackhurst Cultural Centre in developing a three-storey, purpose-built, Black community cultural centre on City-owned land in Mirvish Village.</p> <ul style="list-style-type: none"> <li>This includes: <ul style="list-style-type: none"> <li>\$2.5 million in funding</li> <li>49-year ground lease</li> <li>in-kind staff contributions from Economic Development &amp; Culture, City Planning, Heritage, Building, Legal, the Confronting Anti-Black Racism Unit, and Strategic Partnerships</li> </ul> </li> </ul> <p>The centre will provide permanent, affordable, and accessible space for artistic and cultural production rooted in the experiences and histories of Canadians of African and Caribbean ancestry. The facility will serve as a hub for public education, community programming, and arts and cultural expression.</p>	<ul style="list-style-type: none"> <li>City support enabled Blackhurst Cultural Centre to begin the development of a permanent, purpose-built facility that centers Black identity and creativity.</li> <li>The cross-divisional collaboration modelled a new way of working that integrates equity priorities across City systems.</li> <li>The project also deepened trust between the City and Black community institutions through tangible, high-impact investment.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black artists, elders, and youth will have access to a physical space that fosters cultural expression.</li> <li>Individuals will gain opportunities to contribute to and learn from Black heritage and creativity in an environment designed with their needs at the forefront.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>The centre will act as a gathering place for intergenerational community building, knowledge sharing, and collaboration. It will support new and existing networks of Black creators, educators, and community builders.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The City's collaboration across divisions and its long-term capital and land investment reflect a structural shift in how public institutions support Black cultural organizations. It sets a new standard for resource allocation and partnership grounded in anti-Black racism analysis and cultural redress.</li> </ul>	COMPLETE (Year 5)
21 Invest in Black arts and culture.	21.2 Actively engage Black community	Economic Development & Culture (EDC) – Event Support	<ul style="list-style-type: none"> <li>ESU leads multi-divisional working group meetings in advance of Caribbean Carnival each August to enhance internal coordination and external communications with the Festival Management</li> </ul>	<ul style="list-style-type: none"> <li>Improved cross-division coordination and clearer points of contact for major Black cultural festivals.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Black festival organizers gain clearer guidance and navigation support, strengthening confidence to plan, fund, and deliver events.</li> </ul>	ONGOING (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
	advice to review routes, sites and security and increase the sustainability of Black cultural festivals.	Unit (ESU); Cultural Festivals Funding Program (CFFP); Special Events Stabilization Initiative (SESI).	<p>Committee; this coordination has been in place for many years and at least since 2019.</p> <ul style="list-style-type: none"> <li>In 2025, ESU led several multi-divisional discussions to provide comprehensive, constructive feedback to Afrofest; this work establishes a foundation for planning in 2026 and beyond.</li> <li>In 2025, ESU led multi-divisional discussions to support the Little Jamaica Festival with BIA planning for a 2026 edition.</li> <li>ESU provides ongoing event production guidance to Black cultural festival organizers who contact the team, and hosts industry information and networking sessions through the Festival &amp; Events Network (FEN), which has operated since at least 2019. ESU will also host the third annual Mayor’s Appreciation event for festival and event organizers later this year, which many Black cultural festival organizers attend.</li> <li>Two new operating organizations, JerkFest and Afro-Carib Fest, joined the CFFP Annual Operating program this year; both are Black-led, Black-focused, and Black-serving (B3), aligning with the Black-Mandated Funding Framework to increase supports to historically underserved B3 organizations.</li> <li>Approximately 20% of CFFP project recipients and 38% of CFFP operating recipients are B3 organizations; a growing share of SESI grant recipients are also B3 festivals.</li> <li>The cultural granting office developed and implemented a Funding Allocation Framework within CFFP and SESI that prioritizes increased participation of Black, Indigenous, and other equity-deserving groups.</li> <li>EDC provided additional planning support and guidance to the Festival Management Committee and Little Jamaica Festival, alongside the Event Support team.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded access to technical guidance, peer networking, and recognition opportunities for Black festival organizers.</li> <li>Increased participation of B3 organizations in City festival funding programs, supported by an equity-focused allocation framework.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Cross-festival peer networks (via FEN and ESU touchpoints) deepen knowledge sharing and mutual aid among Black cultural organizers.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>ESU’s coordinated planning tables and equity-focused funding frameworks improve how City divisions engage, resource, and respond to Black cultural festivals.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Increased B3 participation in CFFP/SESI and sustained City–community coordination helps stabilize Black cultural festivals as anchors of cultural expression, local economies, and community pride.</li> </ul>	
21 Invest in Black arts and culture.	21.3 Increase stable funding and supports for Black arts and culture.	Economic Development & Culture (EDC)	<p>The Awakenings Mentorship Program, led by Museums &amp; Heritage Services, entered its third year in 2023.</p> <ul style="list-style-type: none"> <li>Curator Ashley McKenzie-Barnes mentored 10 artists, over 60% of whom identified as Black and/or 2SLGBTQ+, to develop public art exhibitions across Toronto History Museums (THM).</li> <li>The mentorship provided professional development, artistic guidance, and public exposure.</li> <li>The program culminated in exhibitions at all 10 THM sites, with a major launch event at Todmorden Mills in June 2023, including</li> </ul>	<ul style="list-style-type: none"> <li>Participants gained critical mentorship, curatorial experience, and professional visibility in a competitive arts sector.</li> <li>The exhibitions elevated the profile of Black and 2SLGBTQ+ artists.</li> <li>The mentorship also strengthened institutional partnerships between museums and marginalized communities.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Participating artists developed new work, received guidance from a leading Black curator, and gained public recognition.</li> <li>They acquired skills, confidence, and opportunities that directly contributed to career advancement.</li> </ul> <p>Group/Interpersonal</p>	COMPLETE (Year 5)

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			Destinie Adélakun's Gelede Queens exhibition at the Market Gallery, which ran until December 30, 2023.		<ul style="list-style-type: none"> <li>The cohort model fostered peer support, knowledge exchange, and network-building among emerging artists from diverse Black and 2SLGBTQ+ communities.</li> </ul> Institutional/Organizational <ul style="list-style-type: none"> <li>Museums &amp; Heritage Services operationalized equity through mentorship and public programming, shifting curatorial practice to centre marginalized voices.</li> <li>THM demonstrated accountability to anti-Black racism commitments by actively investing in Black cultural production and queer visibility.</li> <li>This program normalized inclusive heritage practices.</li> </ul>	
22 Provide public education on issues of anti-Black racism in Toronto.	22.1 Repeat and expand the public education campaign on Anti-Black Racism.	Economic Development & Culture (EDC)  Social Development (SD) – Confronting Anti-Black Racism (CABR) Unit	Legacies of the Transatlantic Slave Trade in Canada – Reading List Postcards. <ul style="list-style-type: none"> <li>TPL collaborated with CABR and Toronto History Museums to develop a series of reading list postcards on the legacies of the transatlantic slave trade in Canada.</li> <li>Developed separate, curated reading lists for children, adult/youth readers, and Francophone audiences, highlighting titles that centre Black histories, resistance, and the Canadian dimensions of slavery.</li> <li>Distributed the postcards through Toronto Public Library branches and Toronto History Museums locations as take-home tools to extend learning beyond programs and exhibits.</li> <li>Ensured that many of the featured titles were available as audiobooks or in other accessible formats through TPL or the Centre for Equitable Library Access (CELA) for cardholders with print disabilities, increasing accessibility for residents with diverse needs.</li> </ul>	<ul style="list-style-type: none"> <li>The reading list postcards provided an accessible entry point for residents to learn about Canada's role in the transatlantic slave trade and related Black histories. They guided families, educators, and community members toward curated, age-appropriate resources in English and French, and in multiple formats, increasing access for children, Francophone readers, and people with print disabilities.</li> </ul>	Community/Society <ul style="list-style-type: none"> <li>By embedding these reading lists in everyday library and museum encounters, the initiative helps normalize conversations about slavery, colonialism, and anti-Black racism as part of mainstream public history in Toronto.</li> <li>It deepens cross-institutional collaboration between TPL, CABR, and Toronto History Museums, aligning collections, interpretation, and public education around confronting anti-Black racism. Over time, this contributes to a broader shift in how residents understand Canada's past and challenges dominant narratives that erase or minimize Black presence and resistance.</li> </ul>	COMPLETE (Year 5)
22 Provide public education on issues of anti-Black racism in Toronto.	22.1 Repeat and expand the public education campaign on Anti-Black Racism.	Economic Development & Culture (EDC)  Social Development (SD) –	<i>Confront the Past, Change the Future</i> Public Education Campaign. <ul style="list-style-type: none"> <li>The <i>Confront the Past</i> public education campaign in Toronto uses history, storytelling, and arts-based programming to surface the city's role in slavery, colonialism, and anti-Black racism. It creates accessible tools to help residents understand this history and build a shared commitment to change.</li> </ul>	<ul style="list-style-type: none"> <li>Black youth strengthened their knowledge of Black histories and abolition, built confidence in their writing and artistic expression, and saw their own experiences reflected in City-supported spaces and public history.</li> <li>Educators and museum staff improved their understanding of anti-Black racism and Black</li> </ul>	Personal/Individual <ul style="list-style-type: none"> <li>Black youth developed a stronger sense of identity, agency, and belonging by seeing themselves as knowledge producers, while educators and museum staff deepened their self-awareness and capacity to disrupt anti-Black racism in their practice.</li> </ul>	COMPLETE (Year 5)

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		Confronting Anti-Black Racism (CABR) Unit	<p>Reimagining <i>The Provincial Freeman: Youth Edition</i> – youth-led public education initiative with Black students in Neighbourhood Improvement Areas.</p> <ul style="list-style-type: none"> <li>From November 2024 to January 2025, CABR and EDC – Toronto History Museums partnered with the TDSB’s Centre of Excellence for Black Student Achievement to support four Black artists and two Kindergarten–Grade 12 coaches to deliver eight arts-based learning workshops in each of four schools, all located in Neighbourhood Improvement Areas.</li> <li>In total, 32 workshops engaged 85 students and their educators in exploring connections between Black youth experiences, abolitionist movements, the contributions of people of African descent, and the legacies of the trans-Atlantic Slave Trade in Canada.</li> <li>Participating classes received funding to visit Mackenzie House Museum to learn about Mary Ann Shadd Cary’s role as an abolitionist publisher and the history of Black resistance in Toronto.</li> <li>In 2025, EDC staff collaborated with artist Danilo Deluxo, teachers, and students to develop a digital youth edition of <i>The Provincial Freeman</i> composed of student contributions generated through the workshops and hosted a launch event that brought together approximately 280 students, educators, and Black community members to unveil the publication.</li> <li>La Passerelle-I.D.É., a Francophone non-profit serving Black and racialized Francophone immigrants, translated the digital newspaper into French to create a Francophone edition.</li> <li>Toronto History Museums partnered with Black Canadian history scholars to reinterpret City collections and produce three reports with findings and recommendations on Toronto’s connections to the trans-Atlantic Slave Trade that will inform updates to the public collections database, public programming, and the overall visitor experience at City-run museums and historic sites.</li> </ul>	<p>histories and gained new curriculum-linked and museum resources.</p> <ul style="list-style-type: none"> <li>The digital youth edition of <i>The Provincial Freeman</i> and three interpretive reports created ongoing, accessible tools for public learning.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>The project strengthened relationships among students, educators, artists, City staff, and community partners, creating intergenerational spaces for dialogue and peer support around Black histories, resistance, and futures.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>EDC, CABR, and the Centre of Excellence embedded Black histories and anti-Black racism analysis more firmly into programming and interpretation, using the digital newspaper, interpretive reports, and French translation as concrete tools and models for co-creation with Black communities.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>By publicly sharing youth-created content and reinterpreting museum collections, the initiative broadened community understanding of Toronto’s connections to slavery and Black freedom struggles and supported a cultural shift toward recognizing Black histories as central to the city’s past and future.</li> </ul>	
22 Provide public education on issues of anti-	22.1 Repeat and expand the public education campaign on	Toronto Transit Commission (TTC)	<p>Black History Month (February 2024)</p> <ul style="list-style-type: none"> <li>2024 Black History Month campaign titled Building on Legacies: Celebrating Black Excellence in Toronto.</li> </ul>	<ul style="list-style-type: none"> <li>Strong employee and community engagement across the campaign activities. Nearly 1,000 participants, including employees, students, educators, and community members, attended events throughout February 2024, which included</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Strengthened dialogue across employees and community participants.</li> <li>Strengthened collaboration between TTC, schools, and community partners.</li> </ul>	COMPLETE (Year 5)

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Black racism in Toronto.	Anti-Black Racism.		<ul style="list-style-type: none"> <li>Collaborated with Toronto Archives and internal partners to highlight the contributions of Black communities to the TTC and the City of Toronto.</li> <li>Supported the delivery of seven internal and external events and engagement activities across the organization.</li> </ul> <p>TDSB Partnership – Centre of Excellence for Black Student Achievement - Emancipation Day Underground Freedom Train Ride (August 2024)</p> <ul style="list-style-type: none"> <li>Partnered with the Blackhurst Cultural Centre and TTC Special Events to deliver the annual Underground Freedom Train Ride event, recognizing Emancipation Day, where TDSB students attended.</li> <li>Supported program planning and coordination of the commemorative ride and educational programming.</li> </ul> <p>Toronto Caribbean Carnival / Toronto Caribbean Festival (July-August 2024)</p> <ul style="list-style-type: none"> <li>Supported employee engagement roadshows across TTC work locations leading up to the Toronto Caribbean Carnival Grand Parade.</li> <li>Coordinated internal engagement efforts, encouraging participation from employees across multiple TTC divisions.</li> <li>Contributed to TTC's participation in the Grand Parade as a visible celebration of Caribbean culture and community connection.</li> </ul>	<p>the Opening Ceremony, Community Bus Tours, Employee Gala, Divisions Visits, and Games Night.</p> <ul style="list-style-type: none"> <li>Post-event feedback indicated a high number of participants rated the campaign as highly impactful.</li> <li>Increased awareness of the historical and contemporary contributions of Black communities within the TTC and Toronto.</li> <li>Nearly 1,000 participants, including employees, students, educators, and community members, attended the event.</li> <li>The initiative promoted education about the history of Emancipation Day and the Underground Railroad.</li> <li>Strengthened relationships between TTC and community and educational partners focused on Black history and heritage.</li> <li>More than 800 employees participated in engagement activities connected to the parade and roadshows.</li> <li>Strengthened employee morale and cross-departmental participation in cultural celebration initiatives.</li> <li>Reinforced TTC's connection to Toronto's Caribbean communities and its role as a major civic partner in the event.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Reinforced TTC commitment to equity-focused learning and cultural recognition.</li> <li>Integrated public education about Black history into civic programming.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Broader public awareness of Black contributions to Toronto.</li> <li>Expanded public recognition of Emancipation Day and Black historical heritage.</li> <li>Reinforced TTC's relationship with Caribbean communities and cultural festivals in Toronto.</li> </ul>	
22 Provide public education on issues of anti-Black racism in Toronto.	22.2 Provide public education on how anti-Black racism negatively impacts the health of people of African descent including being	Social Development (SD)  Toronto Public Library (TPL) City Clerk's Office (CCO)	Emancipation Month 2023. <ul style="list-style-type: none"> <li>CABR partnered with multiple City divisions and community organizations to facilitate the City of Toronto's annual recognition of Emancipation Month.</li> <li>Emancipation Month 2023 theme "Recognition, Justice &amp; Development - Our Journey of Reconnection" was curated in recognition of, and in connection to, UN IDPAD.</li> <li>Annual Black Liberation Flag Raising Ceremony in collaboration with City Protocol on August 1st at City Hall. This included the raising of the flag on the courtesy flagpole and a Black Staff meet-up in the Diversity Garden.</li> </ul>	<ul style="list-style-type: none"> <li>Increased opportunities to acknowledge, learn, and celebrate Black Histories, Black legacies, and Black contributions to Canada.</li> <li>Increased opportunities for community diversification, knowledge, and resource sharing.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Improved sense of mental, emotional, and spiritual pride among Black Canadians.</li> <li>Increased opportunities for networking and relationship-building amongst Black attendees.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Enhanced and strengthened partnerships between Black-serving organizations.</li> <li>Increased capacity for Black organizations to advance anti-Black racism work within institutions and organizations.</li> </ul>	COMPLETE (Year 5)

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
	a trigger for mental illness.	Economic Development & Culture	<ul style="list-style-type: none"> <li>Black Liberation Flag Celebration featuring Dr. Julius Garvey, son of Marcus Garvey. In collaboration with TPL, Protocol, NABC, ACFM, and GACN on August 4th at North York TPL.</li> <li>Rising Intelligent Souls Everywhere (R.I.S.E.) was funded to produce a special show based on the theme of Emancipation Month (noted above). The showcase featured various artistic performances and expressions.</li> </ul>		<ul style="list-style-type: none"> <li>Increased opportunities for collective advocacy between Black organizations. Institutional/Organizational</li> <li>Enhanced engagement between City and Black-serving, Black-focused, and Black-led organizations.</li> <li>Enhanced capacity of Black-serving, Black-led, and Black-focused organizations (B3), as well as Black communities, to access targeted resources and funding.</li> <li>Increased and expanded public education on anti-Black racism, Black Histories, and the contributions of Black communities to the betterment of our City.</li> </ul>	
22 Provide public education on issues of anti-Black racism in Toronto.	22.2 Provide public education on how anti-Black racism negatively impacts the health of people of African descent including being a trigger for mental illness.	Social Development (SD)  Toronto Public Health (TPH)	<p>Black Mental Health Week 2023</p> <ul style="list-style-type: none"> <li>Partnered with 7 Black-serving organizations (with TAIBU as the lead partner) to deliver a week (7 days) of programming to educate, support, and advocate for better mental health within Toronto's Black communities.</li> <li>\$0.05 million in funding provided in December 2022 by the Alternative Safety Response Unit.</li> <li>\$0.005 million in funding provided by Toronto Public Health in December 2022.</li> <li>37 events (online and in-person): including 35 workshops/community conversations, an online opening ceremony, and an in-person closing ceremony.</li> <li>The in-person closing ceremony (Archives Toronto) included cultural elements such as drumming and spoken word; inspirational knowledge exchange; art and food; Black-owned business vendors; and supported conversations on the reduction of the stigma around seeking mental health services within Black communities.</li> <li>One internal online engagement for City staff, organized and facilitated by CABR CD team to raise awareness of TCCS work. <ul style="list-style-type: none"> <li>This engagement featured a moderated discussion between City staff and community org staff leading TCCS work.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Extensive community engagement (exact numbers of in-person attendance not collected).</li> <li>Strengthened partnerships between Black-serving organizations.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Increased opportunities to support and enhance the mental well-being of Black Torontonians.</li> <li>Improved sense of mental, emotional, and spiritual health among Black residents.</li> <li>Increased knowledge of Black-focused health issues, supports, and community/ family services.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Enhanced and strengthened partnerships between Black-serving organizations.</li> <li>Increased capacity for Black organizations to advance anti-Black racism work within institutions and organizations.</li> <li>Increased opportunities for collective advocacy between Black organizations, and increased opportunities to share knowledge and resources.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Enhanced engagement between City and Black-serving, Black-focused, and Black-led organizations.</li> <li>Enhanced capacity of Black-serving, Black-led, and Black-focused organizations (B3), as well</li> </ul>	COMPLETE (Year 5)

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					<p>as Black communities, to access targeted resources and funding.</p> <ul style="list-style-type: none"> <li>Increased and expanded public education on anti-Black racism and its effects on Black mental health.</li> </ul>	
22 Provide public education on issues of anti-Black racism in Toronto.	22.2 Provide public education on how anti-Black racism negatively impacts the health of people of African descent including being a trigger for mental illness.	Toronto Public Library (TPL)	<p>Raise Public Awareness of Anti-Black Racism, Islamophobia, and Transphobia through 6 blog posts.</p> <ul style="list-style-type: none"> <li>TPL published a series of blog posts to mark and reflect on key dates and themes related to Black identity, anti-Black racism, Islamophobia, and Trans inclusion. Topics included International Islamophobia Awareness Day, Black History Month, Combatting Trans Misogynoir, Black Mental Health Day, Marcus Garvey Day, and Emancipation Day.</li> <li>The blog posts were widely disseminated through the TPL website and promoted on social media platforms to increase their reach and accessibility.</li> </ul> <p>TPL delivered over 125 public programs, both online and in-branch, to raise awareness of Black-focused topics and address Anti-Black Racism. Programs featured TPL staff and external experts, in partnership with community organizations and divisions like the City of Toronto's CABR Unit. Highlights included:</p> <ul style="list-style-type: none"> <li>Cultural Mental Health programming during Black Mental Health Week (in partnership with the CABR Unit).</li> <li>Emancipation Day Celebration with Dr. Julius Garvey (co-hosted with CABR) at North York Central Library, drawing over 190 attendees</li> <li>Live Q&amp;A sessions and replays for broader access</li> </ul> <p>TPL hosted multiple film screenings and cultural events to highlight the experiences of Black, Indigenous, racialized, Trans, and other equity-deserving communities. Programs included Film Screenings and Thematic displays and discussions centring Black queer identity, intersectionality, and disability justice.</p>	<ul style="list-style-type: none"> <li>Public education invited broad audiences to reflect on histories of exclusion, celebrate Black resilience and cultural heritage, and learn about systemic discrimination.</li> <li>These programs fostered public engagement, created inclusive platforms for dialogue, and offered culturally relevant learning experiences.</li> <li>Programs elevated intersectional stories and showcased the cultural and political contributions of Black 2SLGBTQ+ communities, among other equity-deserving communities.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>Attendees, particularly Black residents, gained new tools, historical knowledge, and emotional validation through the programs.</li> </ul> <p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>Blogs became shared knowledge tools across community and professional networks, encouraging conversation, awareness-building, and reflection.</li> <li>Programs created spaces for inter-community dialogue, allowing for solidarity-building across diverse communities and identities.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TPL demonstrated leadership in equity-focused public education by consistently aligning communications with City anti-racism priorities and affirming the significance of Black voices in civic discourse.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>The content helped to normalize public discussions about racism, gender diversity, and mental health, and amplified Black stories as part of Toronto's cultural fabric.</li> </ul>	COMPLETE (Year 5)

Additional Work Beyond the Five Issue Areas

Rec.	Deliverable	City Lead Unit/Team	Key Activities / Outputs	Short-Term Outcomes	Transformational Change UBUNTU African-Centered Impact Assessment (e.g., Personal, Group, Institutional, Community)	Status
N/A	Expand access to and visibility of Black Canadian histories online.	Toronto Public Library (TPL)	<p>Black Histories Wikipedia &amp; Wikidata Edit-a-thon.</p> <ul style="list-style-type: none"> <li>In February 2023, TPL co-organized a Black Histories Wikipedia &amp; Wikidata Edit-a-thon in partnership with Toronto Metropolitan University, University of Toronto, and York University.</li> <li>4 edit-a-thon sessions were hosted.</li> <li>96 editors participated.</li> <li>216 articles and items were edited, 54 new articles and items created.</li> <li>Over 128,000 words added and 554 new citations contributed.</li> </ul>	<ul style="list-style-type: none"> <li>The event empowered community members, students, and staff to actively contribute to the representation of Black histories on digital platforms used globally for research and learning.</li> <li>The edit-a-thon enhanced digital representation of Black Canadian figures, events, and institutions, helping to fill gaps in mainstream online knowledge.</li> </ul>	<p>Group/Interpersonal</p> <ul style="list-style-type: none"> <li>The sessions created inter-institutional collaboration, deepening shared purpose among Black scholars, librarians, and allies.</li> </ul> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>TPL demonstrated a commitment to amplifying Black histories and partnering with post-secondary institutions to advance equity in information stewardship.</li> </ul>	COMPLETE (Year 5)
N/A	Recognizing days of significance for Black People (and all equity-deserving groups).	City Clerk's Office (CCO)	<p>Work with the community to expand current practices to recognize and honour days of significance for Black people (and all equity-deserving groups), improving service delivery.</p> <ul style="list-style-type: none"> <li>Allocated staff time and research capacity to identify and document key dates of significance related to Black communities and other equity-deserving groups.</li> <li>Developed a comprehensive calendar that reflects a range of culturally and historically significant dates.</li> <li>Worked in collaboration with City divisions, elected officials, and community stakeholders to ensure the recognition of these dates through formal City mechanisms such as flag raisings, proclamations, and tribute messages.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened relationships between the City Clerk's Office and Black communities through active engagement and co-development of recognition activities.</li> <li>Increased civic visibility and institutional recognition of Black history, culture, and contemporary contributions.</li> <li>Elevated the status of equity-deserving groups within City protocols by embedding their histories and celebrations into formal civic traditions.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Embedded anti-racism and inclusion practices into civic recognition protocols, reinforcing the City's commitment to cultural equity and visibility.</li> <li>Strengthened the institutional relationship between the City Clerk's Office and Black-led organizations through co-development of tributes and proclamations.</li> <li>Standardized practices for inclusive civic recognition across departments and leadership.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Publicly affirmed the cultural and political significance of Black experiences in Toronto's civic narrative.</li> </ul>	COMPLETE (Year 5)
N/A	Release of SSLTC's <a href="#">Action Plan to Confront Anti-Black</a>	Senior Services & Long-Term Care (SSLTC)	<p>Release of SSLTC's Action Plan to Confront Anti-Black Racism in the Workplace, developed by the CABR Steering Committee and Divisional Leadership.</p> <ul style="list-style-type: none"> <li>Staff time was the key input in the development and release of the divisional CABR Action Plan, co-created by SSLTC frontline and</li> </ul>	<ul style="list-style-type: none"> <li>Supported increased awareness and engagement of staff at all levels regarding CABR priorities and workplace equity goals.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>The Action Plan formalized CABR as an institutional priority for SSLTC, embedded into divisional structures, evaluation, and staff development.</li> </ul>	COMPLETE (Year 5)

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	<a href="#">Racism in the Workplace.</a>		<p>management staff through the division’s CABR Steering Committee.</p> <ul style="list-style-type: none"> <li>The Action Plan is a tool for senior leaders, managers, and staff, with clear goals, strategies, and initiatives that build on and enhance existing CABR efforts within the division.</li> <li>SSLTC coordinated and approved the release of a divisional CABR Staff Survey in January 2024 as the next step in implementation.</li> <li>The Action Plan was released in Q2 2023 and is currently in the implementation phase, with coordinated follow-up actions, evaluation, and continuous improvement processes.</li> </ul>	<ul style="list-style-type: none"> <li>Provided a shared roadmap for leadership, management, and staff to address anti-Black racism in a systematic, coordinated way.</li> </ul>	<ul style="list-style-type: none"> <li>Provided leadership and staff with a strategic and operational framework to dismantle anti-Black racism within the workplace.</li> <li>Demonstrated an ongoing commitment to assessing and responding to the experiences of Black staff using measurable outcomes and continuous feedback.</li> </ul>	
N/A	The Adoption of the Anti-Racism Strategy and Anti-Racism Policy	Toronto Transit Commission (TTC)	<p>Anti-Racism Strategy (ARS) (Approved by the TTC Board on June 20, 2024). The Strategy provides an overall framework for current anti-racism initiatives at the TTC, enabling enhanced monitoring, transparency, and accountability for all such initiatives, including those not led by the Access, Equity and Inclusion Department and those already underway. Anti-Racism Policy (ARP) deferred to the TTC People, Culture and Governance Committee (Formerly Human Resources Committee) – Approved on November 18, 2025. The policy provides a clear statement of the expectations, responsibilities, and requirements of people leaders, the Board, customers and community members.</p> <ul style="list-style-type: none"> <li>Launched ARS implementation plan, year one, Strategic Actions.</li> <li>Increase awareness of the ARS and engagement with employees and customers.</li> <li>Continued with the independent review of the Racial Equity Impact Assessment phase 2. The purpose of this phase was to assess how the TTC has responded to public allegations of racial bias, particularly within the Special Constable and Revenue Protection Services, and to understand the organizational, structural, and cultural dynamics shaping progress toward racial equity.</li> </ul>	<ul style="list-style-type: none"> <li>Nearly 1,100 employees and customers engaged.</li> <li>The Roadshows and engagement provided education and awareness of the ARS to employees and customers.</li> <li>Making TTC’s workplace and transit services more inclusive.</li> </ul>	<p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Established a formal anti-racism governance framework guiding TTC policies and practices.</li> </ul>	IN PROGRESS (Year 5)
N/A	Expansion of My Local Government Initiative	City Clerk’s Office (CCO)	<ul style="list-style-type: none"> <li>Expand the reach and scope of the My Local Government (MLG) initiative to raise awareness of local government, how it works, and how the public can get involved in decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>Provided foundational training for staff and residents to better understand how local government operates and how they can participate in democratic processes.</li> </ul>	<p>Personal/Individual</p> <ul style="list-style-type: none"> <li>City staff and community participants gained new knowledge of how local government</li> </ul>	COMPLETE (Year 5)

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			<ul style="list-style-type: none"> <li>Updated and expanded MLG materials, both web-based and printed, to create accessible learning opportunities about the structure, function, and civic engagement channels of local government.</li> <li>Participated in interdivisional working groups and leveraged existing networks such as the Toronto Strong Neighbourhoods Strategy (TSNS) to extend the reach of the initiative to equity-deserving communities, including Black residents.</li> <li>Delivered presentations to community groups and organizations to increase awareness of how City government works and promote involvement in civic life.</li> <li>Developed a communications strategy to broaden outreach and raise public awareness of MLG tools and resources.</li> <li>Facilitated City Hall tours and offered training on local government systems for new City staff and community participants.</li> </ul>	<ul style="list-style-type: none"> <li>Increased accessibility of civic information and decision-making tools for residents who have historically been excluded from municipal processes.</li> </ul>	<p>operates, contributing to greater personal confidence and civic literacy.</p> <p>Institutional/Organizational</p> <ul style="list-style-type: none"> <li>Institutionalized civic education as a core offering within the City Clerk’s Office, aligning outreach strategies with equity and engagement goals.</li> </ul> <p>Community/Society</p> <ul style="list-style-type: none"> <li>Increased public understanding of how local government impacts daily life and how residents can influence decisions that affect their communities.</li> <li>Helped demystify government processes for historically underrepresented communities, particularly Black and other equity-deserving groups.</li> </ul>	