



DRAFT REPORT

DISMANTLING ANTI-BLACK RACISM

TOWN OF NEWMARKET

SEPTEMBER 23, 2022

We acknowledge that the Town of Newmarket (TOWN OF NEWMARKET) is located on the traditional territories of the Wendat, Haudenosaunee, and the Anishinaabe peoples and the treaty land of the Williams Treaties First Nations and other Indigenous peoples whose presence here continues to this day. We also acknowledge the Chippewas of Georgina Island First Nation as their close neighbours and friends. We thank them for sharing this land with us.

EMPOWER

STRATEGY GROUP

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CONTEXT AND SCOPE OF WORK

In December of 2021, the Newmarket Anti-Black Racism task force delivered its final report. The report included 117 recommendations related to dismantling barriers, addressing inequalities and systemic racism in Newmarket and the broader York Region. At the time, task force chair Jerisha Grant-Hall told Newmarket Today that “We hope this report won’t sit on a shelf as some sort of achievement... there is still a lot of trauma and pain that has been experienced and is still being experienced in silence by the young and old in Newmarket.”

Council members unanimously supported the report. The report was authored by the Dismantling Anti-Black Racism Task Force (DABR) and involved a review of data available on the Black community in Newmarket and York Region and broader consultation with constituents to identify issues and recommend solutions.

Following the report, the Town of Newmarket issued a request for proposal through its procurement process to identify a consulting firm that could review those recommendations and turn them into an action-oriented work plan. EMPOWER Strategy Group was awarded this project.

ABOUT

EMPOWER Strategy Group has been in existence since 2014. Our team strengthens community capacity building to drive change. We work with communities who are traditionally marginalized, to center their voices and perspectives in community building. We believe in using inclusive and anti-oppressive practices in community development. Our diversity and inclusion expertise are complemented by a strong background in community engagement and governance. We have served on many committees and have also consulted with committees to augment their effectiveness.

TERMINOLOGY

Anti-Black Racism:

Anti-Black Racism was first defined by Dr. Akua Benjamin, Toronto Metropolitan University Social Work Professor and Community Advocate as policies and practices, rooted in Canadian institutions such as education, health-care and justice that mirror and reinforce beliefs, prejudice, stereotyping and discrimination towards people of African Descent. Anti-Black Racism is rooted in capitalism and the unique and criminal history of enslavement, land theft and exploitation of resources carried out by Europeans during their enslavement and colonization of Africans.

The European Global Colonial Project, sanctioned by the Catholic Church through the Doctrine of Discovery, exploited Africans captured on Africa's western coast as a source of forced free labour.

Over twenty million Africans were forcibly removed from the African continent between the mid-fifteenth century and the mid-nineteenth century to be used as free labour throughout the world, with a great majority transported to the Americas. The combination of free land taken by force with the displacement of the Indigenous Peoples of the Americas and free African labour through slavery, became the foundation of Europe's wealth creation. Caste systems were created in Europe and in its colonies that favoured a binary concept of races in which "white" was described as privileged and purely European and "Black" as anyone with a single African ancestor and to be exploited.

In order to justify the kidnapping, enslavement, brutalization and exploitation of African people, European benefactors considered scholars and scientists, such as Francis Galton and Charles Darwin. The cousins invented theories that portrayed Africans as subhuman and closer to apes. A complex system evolved, characterized by entrenched negative behaviour that was aimed at denigrating and exploiting African descendants (Blacks). Anti-Black Racism is distinguished from prejudice and bias by its foundational elements of power and control of one group over another.

The attitudes, beliefs, stereotypes, discrimination and disenfranchisement of Africans and African descendants (Blacks) have continued to the present as entrenched systemic racism designed to render Africans and African descendants economically exploitable, usually as a cheap labour force, and deny their participation in the prosperity built on centuries of their exploitation. Multilayered systems of oppression impact the social determinants of health for African Canadians, such as health-care, housing, employment, family, culture and education, and have a long lasting impact on mental health and wellness.

A history of pervasive racism and inequality has resulted in the severe limitations placed on African descendants (Black People) and their access to power and opportunities today. The socio-economic outcomes that characterize Anti-Black Racism prevalent in many countries including Canada

include low socio-economic status, high rates of poverty, overrepresentation in the criminal justice, mental health and child welfare systems, high rates of incarceration, high rates of homelessness, limited access to safe affordable housing, poor educational outcomes, streaming into lower education levels, high rates of unemployment and underemployment, lack of opportunities for the growth of Black businesses, on-the-job harassment and limitations placed on the careers of Blacks working in professional capacities.

Dismantling Anti-Black Racism is a strategic initiative aimed at understanding, deconstructing, visioning, designing and implementing a holistic process for eliminating Anti-Black Racism. The Town of Newmarket is committed to dismantling Anti-Black Racism alongside its partners in York Region.

White Supremacy

White Supremacy is the belief that people who are European or European descendants commonly referred to as “White”, are inherently superior to people assigned to other races and that White People should have control over people of other racial groups. A variety of social, economic, religious and political systems collectively enable many White people to maintain power and control over other peoples and to use this power and control to continue their dominance and exploitation of others for material benefits.

White Privilege

White Privilege is the name given to a system of benefits and advantages that are given without having been earned, to members of society who are of European descent or referred to as “White” due to the absence or relatively low levels of melanin in their skins and possession of other characteristics including hair texture and colour and eye colour.

Systemic and Institutional Racism

Systemic and Institutional Racism is a term that describes the procedures, routines, culture and practices of a system or organization that when executed, create or contribute to a less than favorable outcome for groups that are its victims and provide a benefit for the groups experiencing dominance

Racial Equity

Racial equity exists when systems, institutions and organizations provide equal opportunities to individuals of all origins, races, phenotypes, religions and cultures regardless of any differences in their physical traits such as skin colour and hair texture and colour.

Diversity

The practice of addressing or the inclusion of people from a wide range of different racial, social, ethnic and religious backgrounds and different genders and sexual orientations. Achieving diversity, calls for organizations and institutions to accept and celebrate the differences of its stakeholders to the point of actively including people who represent a broad range of differences.

Inclusion

The practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized such as those who are different from the dominant group, including through race, religion, gender, ability or disability and social and economic status.

DEMOGRAPHIC COMMUNITY PROFILE

The most current public information on the size of the Black population is from the 2017 Census. Information from the 2021 census should be available shortly. As of 2017, there were 2310 individuals within the Town who identify as Black or about 3% of the population. The original DABR Task Force Report provided a comprehensive data breakdown.

Consultation Process

Municipality and Relevant Partners (Internal)

The original set of 117 recommendations, although specific, crossed organizational boundaries and jurisdictions. To thoroughly translate them into a work plan would involve employees within the town and across the Region.

EMPOWER Strategy Group met with a number of internal departments as well as the Mayor and the Strategic Leadership Team. These departments included: Central York Fire

Services (CYFS), Economic Development, Planning, Recreation and Culture, Library Services, Legislative Services, Legal and Procurement Communications and Human Resources. At each meeting, EMPOWER Strategy Group shared the relevant recommendations and provided suggestions as to how to approach those recommendations within the purview of each department. The conversations were engaging and iterative and each department then committed to a set of action items with short (next few quarters) or long (1-3 year) timelines.

EMPOWER Strategy Group also met with employees across York Region: the Catholic and Public-school boards, York Regional Police, Southlake Regional Hospital and York Region. Many of those organizations already have plans in place to address this important work. Some of those plans are posted below:

- York Regional Police Inclusion Strategy
- York Region Actions to Address Anti-Black Racism
- YRDSB Anti-Racism Strategy

Community Engagement (External)

The Newmarket Dismantling Anti-Black Racism Task Force Final Report articulated clearly the importance of providing opportunities for healing and positive forward movement by having the diverse voices of Newmarket's Black/People of African Descent communities heard. The Task Force advocated for an efficient system of communication and accountability as the community moves forward in contributing to harmony among Newmarket's peoples.

EMPOWER Strategy Group held a Town Hall on July 21 and two Focus Groups on August 4th and 8th, 2022. The focus group and town halls were attended by members of Newmarket's Black community who offered feedback on the Task Force recommendations. EMPOWER consultants broke the recommendations into smaller packets organized by theme and were able to give a significant overview of the recommendations to those in attendance. Some key themes did surface and the meeting facilitators were able to identify those that seem to impact the Newmarket Black community to a greater degree.

Feedback from Black Community

Below is a summary of the themes that were reiterated in the Focus Group and Town Hall:

Accountability was an underlying concern of the participants. They expressed a lack of clarity as to who will ensure accountability after the implementation strategy is in place and EMPOWER Strategy Group's work is complete. They expressed concerns that no one is being positioned as being responsible for ensuring that the recommendations are followed and asked whether anyone will have attached to their performance review, parameters associated with the recommendations and their fulfilment.

Concerns were expressed about the timetable for implementation of the recommendations. At the time it was expressed that the timelines were overly aggressive.

The significance of recognizing allies in the white and other non- Black communities was expressed. They need to be encouraged and taught how to aid in dismantling Anti-Black Racism.

The treatment of African Canadians in the healthcare system is a crisis. Racist behaviours and disrespect have become the norm.

Participants expressed concerns with nepotism in the Emergency, Police and Fire Services. African Canadian youth are unable to access the pathways to jobs in the police and fire services. They suggested that the Black community and the Town of Newmarket need to address the barriers to our young people in these areas. Participants identified training and other measures should be put in place to ensure that emergency and medical personnel eliminate Anti-Black Racism behaviours. They flagged the behaviour of frontline staff as often negative and illustrating a lack of training. "It is difficult to get supervisors and managers to hold their teams accountable when they themselves lack training on Anti-Black Racism".

It was suggested that an independent body oversee Anti-Black Racism training. It is difficult for public service employees to discipline themselves in the process of eliminating ABR behaviour. Support should be provided.

Some participants advocated for street naming to be made more inclusive and not a function of elitism. Others signaled a need for more inclusion of African Canadian residents and deliberate efforts made to include African Canadian youth in community initiatives. African Canadian youth, they said, must be encouraged to develop the language skills to advocate for themselves.

The town hall attendees were clear in their resolve that Town of Newmarket and York Region leaders, including political leaders, must denounce racist behaviours. People are less likely to think negative behaviour to be acceptable if leaders denounce it. Many leaders are often silent on racist abuse of African Canadian people.

They suggested strongly that Town of Newmarket frameworks for performance reviews involving staff should include an Anti-Black Racism component. Many spoke of their hope that attention would be paid to Black businesses to ensure that they have opportunities for growth, access to contracts and opportunities to scale.

EMPOWER Strategy Group is grateful to those who shared the above concerns. We have integrated these themes into the action plan and recommendations below.

Applying an Equity Framework to Create a Culture Shift:

EMPOWER Strategy Group supports the DABR Task Force recommendation that the Town of Newmarket develop and apply a Race Equity Framework to all its activities and programs to build an inclusive and anti-racist community where everyone matters. To ensure this work is transformational, it is critical that a racial equity framework is developed or adopted by the TOWN OF NEWMARKET, as recommended in the DABR Task Force report. This could be a review of the existing DEI Lens which has already been adopted by the Town of Newmarket to ensure that racial equity is embedded in this tool. Staff should be well trained on this tool.

Existing resources such as the Federation of Municipalities guide: Advancing Equity and Inclusion A Guide for Municipalities are adaptable toolkits that the Town of Newmarket might consider using as a resource. Another valuable resource is the Racial Equity Toolkit which offers a comprehensive approach to advancing racial equity within government.

In the implementation of the DABR action plan, we strongly support the recommendation that staff approach the action plan using:

- A racial equity framework
- A sense of urgency and accountability
- Strategies for building capacity
- Creation of partnerships with community and other institutions
- Embedding Racial Equity Toolkit into routine decision making
- Collecting data to develop baselines, set goals and measure progress

Creation and implementation of a Racial Equity Framework will begin early in the implementation of the DABR Action Plan after a majority of staff have undergone the initial DABR training. For key plans, policies, events and actions, clear goals, objectives, measurable outcomes and measurement tools need to be identified and documented. We recommend creating fillable charts for capturing critical information such as decisions, descriptions and related tasks, community involvement, benefactors of the decisions, those affected detrimentally, positive consequences, potential negative outcomes, strategies included in the work plans that advance and support racial equity, strategies to mitigate unintended negative consequences and tools for evaluating impact and providing feedback to the implementation cycle. This framework helps to entrench a culture of equitable decision-making and also build the skills of employees related to Anti-Black Racism.

RECOMMENDED ACCOUNTABILITY FRAMEWORK

A theme that arose time and again in the focus group and town halls is the need for accountability, specifically who or which body will be responsible for ensuring that there is some accountability to the diverse Black/People of African Descent communities and what will be the parameters and channels for reporting to Council and to the community. Two types of accountabilities were discussed.

- Accountability within the Town of Newmarket
- Accountability to the Black community

Roles and Responsibilities

The action plan requires many community stakeholders to come together: municipal staff, elected officials, and community-based organizations.

Municipal staff: All staff should be trained in dismantling Anti-Black Racism and the use of a racial equity tool to entrench a culture of racial equity and inclusion in their work. For example, staff creating or updating policies need to integrate racial equity into policy development and implementation and planning staff need to integrate racial equity into planning decisions. Employees need to be well equipped to integrate racial equity into their day-to-day practices.

Elected officials: All elected officials will receive DABR training in accordance with the Action Plan. They will have the opportunity to use a racial equity tool to set broad priorities, creating consistency between values and practice. Elected officials can ask questions such as “How does this decision help or hinder racial equity?” or “Who benefits from this decision?”.

Community based organizations: Community organizations can ask questions of the government to ensure accountability. They can also provide useful feedback to municipal representatives and elected officials and outreach to form new partnerships.

Key Suppliers and Vendors with resident facing responsibilities will be provided with opportunities for training pertinent to the DABR Action Plan.

In addition to the above, EMPOWER Strategy Group recommends a DABR Advisory Committee to oversee the proposed action plan.

DABR ADVISORY COMMITTEE*

An important part of the implementation plan to dismantle anti-Black racism in Newmarket is the need for the establishment of an external accountability body composed of members of the diverse Black communities in Newmarket. Accountability to the external community will be performed by a Dismantling Anti-Black Racism Advisory Committee. This body would play a key role in supporting the delivery of activities recommended in the report and committed to in the action plan. The DABR Advisory and DABR Representatives will jointly report to Council once per year on the progress of the Dismantling Anti-Black Racism Action Plan and focus on whether the DABR Action Plan is delivering the results as measured by its impact on outcomes for the Newmarket Black community.

Purpose:

A DABR Advisory Committee will:

1. Provide input, guidance and support to the Town of Newmarket on addressing anti-Black racism
2. Strengthen the Town of Newmarket's connection to its Black communities
3. Facilitate transparent and effective communication and engagement with Town of Newmarket Black communities
4. Work with the DABR Representatives to provide joint annual reports to Council on the Town of Newmarket progress in dismantling and eliminating Anti-Black Racism

Membership:

Using an intersectional approach, 7- 11 members of the Town of Newmarket's Black community will serve on the advisory body. To ensure the DABR Advisory has the greatest opportunity of representing the diversity of Newmarket's Black community, representation of the following intersectionalities should be considered.

1. Multiplicity of genders
2. Seniors, working age adults and youth
3. Diversity of cultural, ethnic, language and country origins
4. Diversity of socio-economic status
5. Abilities and disabilities
6. Diverse educational histories

A chair and co-chair will be elected by the full advisory committee at its inaugural meeting. The DABR representatives who are employees of the Town will serve as staff liaisons to this committee.

Members will serve staggered terms and foster continuity.

We recommend the Advisory Committee be struck in early 2023. Given the specific mandate of this Advisory Committee, the Town may consider appointing a panel of external Black community members to lead the recruitment process such as reviewing resumes and leading interviews. They may be assisted by Legislative Services and the DABR representatives.

Meetings:

- Quarterly meetings will be established by the Advisory Committee and presided over by the Chair, or a facilitator as needed
- Members will receive a quarterly update/report on the action plan and milestones achieved
- Annual reports will be presented to Council.

COMMUNITY PARTNERSHIPS:

Key community partnerships such as with Police, Library, Emergency Services and School Boards will play a significant role in achieving the outcomes associated with the Dismantling Anti-Black Racism Action Plan. The Town of Newmarket's positioning and relationship with its York Regional partners, the municipalities of Georgina, Vaughan, Aurora, Richmond Hill, Markham, Stouffville, King and East Gwillimbury, will go a long way in setting standards for the treatment of the Region's People of African Descent/Black communities and the transformation of the lived culture of its residents to one that is more inclusive, equitable and nurturing to residents regardless of racial or ethnic origin.

The aforementioned partners have all begun in a variety of ways to review their current policies and to formulate new strategies for dismantling Anti-Black Racism in their cities and towns. During the formulation of this implementation plan EMPOWER Strategy Group engaged these partners, received their plans, and held discussions to gain greater insight into the work that they have done thus far. The feedback that will be provided by EMPOWER Strategy Group will be a good starting point for the ongoing discussions that the DABR representatives and Town of Newmarket staff will have with staff, partners, and stakeholders.

The Town of Newmarket cannot mandate that external partners prioritize treating Anti-Black Racism with the same priority as the DABR Action Plan. However, through ongoing discourse and the sharing of successes and best practices, the Town of Newmarket will be well positioned to play a leadership role in implementing strategies to dismantle Anti-Black Racism as a starting point in the battle to eliminate all forms of racism.

The Town of Newmarket through its DABR representatives will nurture relationships with organizations and businesses that are Black led, Black serving or Black focused. Partnering on special projects, community assessments, visioning, designing, measurement and data collection, strategy and project implementation are some of the specific areas that will be undertaken by the town.

Special consideration will be given to the development or strengthening existing partnerships in the Black community (such as NACCA) to build an ecosystem to support the mobility of Black community members regardless of gender, age or ethno-cultural origin.

ONGOING PUBLIC COMMUNICATION AND ENGAGEMENT

As noted in the Task Force report, we also recommend ongoing communication to the public on the progress the Town is making towards racial equity. At minimum, this should include:

- Quarterly reports provided to the DABR Advisory Committee and the public
- An annual report using the most effective communication channels
- An annual review of the action plan with the Town of Newmarket Black community. This could take the form of a Town Hall and online engagement using accessible, relevant platforms to engage the Black community

A. Resourcing DABR

EMPOWER Strategy Group recommends that to maximize efficiency and to provide adequate support to the Town of Newmarket's implementation of the Dismantling Anti-Black Racism Task Force Recommendations, that the Town of Newmarket increase its staffing by hiring of two FTE DABR representatives.

The DABR representatives will report to senior leadership with cross-functional accountability to various departments and commissions. They will work on embedding Anti-Black Racism analysis and implementation in the fulfilling of strategic, business, and sustainability plans; Council Strategic Priority implementation; performance measurement, municipal best practices, corporate standards, customer service, diversity, equity and inclusion and all strategies to embed innovation in the organization. The DABR representatives will be responsible for liaising with the Town of Newmarket and York Region's growing Black population and their allies.

The DABR representatives will help to achieve the following:

- 1.Ensuring that the Town of Newmarket Strategic Leadership Team (SLT) is supported in their efforts to implement the Dismantling Anti-Black Racism Action Plan
- 2.Creation and implementation of a Racial Equity Toolkit across all departments
- 3.Providing advice and support to the Newmarket CAO and the town departments
- 4.Selection and installation of a community advisory group made up of Black community members
- 5.Establishment of a DABR working group that will operate across the Town and Region and its agencies and partners
- 6.Building internal competence and understanding of ABR among Town of Newmarket employees and stakeholders and their counterparts in York Region
- 7.Building capacity by hiring subject matter experts, trainers and facilitators to impact Town of Newmarket Council, leadership, and all employees and vendors with public facing responsibilities
8. Building connections to Black businesses and community groups
- 9.Provide advice to a wide range of external and internal stakeholders regarding the elimination of racism beginning with Anti-Black Racism.

B. Invest in adequate space allocation and resources to accommodate the Dismantling Anti-Black Racism representatives:

- 1.Consider a physical office space that can be used to create a presence for the staff at Town of Newmarket
- 2.Promote the existence of the representatives' office through all Town of Newmarket communications channels, marketing, community engagement and social media channels, especially through Black community media and organizations
- 3.Allocate adequate finances in the Town of Newmarket annual budget and plan to support the activities of the DABR representatives and the DABR activity.

KEY DELIVERABLES AND RESPONSIBILITY AREAS:

The work plan is divided into the following sections:

1. Capacity building and training
2. Inclusive economic development
3. Ensure full participation and representation of Black constituents in Newmarket
4. Ongoing leadership and accountability

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Capacity building and training	Members of CYFS have completed EDI training. Team will adopt and roll out Anti-Black racism training.	90	Q1 2023 – aligned with all staff ABR training	CYFS/HR
Capacity building and training	Anti-Black Racism training for all Town of Newmarket staff	28, 51	End of Q1 2023	HR
Capacity building and training	External review of the Recruitment program and processes, action plan development and rollout of new processes. Includes training for hiring panels.	5, 26, 32, 50, 66, 67, 91, 111	End of Q2 2023	HR
Capacity building and training	Annual commitment for training and professional development specifically for topics related to EDI.	51, 62, 63, 64	Ongoing	HR

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ensure full participation and representation of Black constituents in Newmarket	Proactively look for creative ways to interest racialized youth in fire services. This may include a model like Camp Blaze, outreach to guidance counsellors and/or other solutions. Team will pilot 2-3 new strategies over the next 18 months.	92	<p>Q2 2022, ongoing, utilize the OAFCD DEI Toolkit – anticipated availability Q3/Q4 2022.</p> <p>Community Information Sessions – Fire Prevention Week – October 2022, 1 – 2 additional sessions annually</p> <p>Continue to develop and grow the NACCA relationship</p>	CYFS

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ensure full participation and representation of Black constituents in Newmarket	<p>Complete an audit of library policies to determine if there are any gaps/barriers.</p> <ul style="list-style-type: none"> · Customer related policies · Library specific policies · HR related policies 	52	<p>Q2 2024</p> <p>Q2 2023</p> <p>Q4 2023</p> <p>Q2 2024</p>	Library Services
Ensure full participation and representation of Black constituents in Newmarket	<p>Continue to embed ABR into programming.</p> <p>Ensure Black writers are represented by programming by including Black representation in at least 25% of story times.</p>	61	Q1-Q4 2023	Library Services
Ensure full participation and representation of Black constituents in Newmarket	<p>Continue to embed ABR into programming.</p> <p>Increase the number of Black author readings by 50% over 2022.</p>	61	Q1-Q4 2023	Library Services
Ensure full participation and representation of	<p>Ensure Black writers are represented in book club choices by purchasing at least 5 book club kits featuring Black authors.</p>	61	Q3 2023	Library Services

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Black constituents in Newmarket				
Ensure full participation and representation of Black constituents in Newmarket	Develop a Diversity Audit template for the Children's Collection – including diverse quality tags/markers unique to the Newmarket community.	61	Q4 2022	Library Services
Ensure full participation and representation of Black constituents in Newmarket	Proactively reach out to every first and second grade class in Newmarket to make sure every child has the opportunity to sign up for a Library Card.	60	Q2 2024	Library Services
Ensure full participation and representation of Black constituents in Newmarket	Proactively reach out to every ninth grade class in Newmarket to make sure every teenager has the opportunity to sign up for a Library Card	60	Q2 2025	Library Services

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ensure full participation and representation of Black constituents in Newmarket	Review and revise the street naming policy to specifically encourage and promote names that represent Black peoples, Indigenous peoples, and people of colour, and/or their achievements	Add new wording to the Street Naming Policy	Q2 2023	Planning
Ensure full participation and representation of Black constituents in Newmarket	Planning to identify ways to engage community members in an advisory capacity and solicit ideas from the community by communicating process more broadly	Meet with NACCA and any other Black-serving agencies to see if they would be willing to come up with potential names that can be added to the Reserve List.	Q3 2023	Planning

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ensure full participation and representation of Black constituents in Newmarket	Explore and research a new Official Plan policy (as part of the Town's Official Plan review project) that, through the naming of public places, streets and buildings, encourages names that represent Black peoples, Indigenous peoples, and people of colour, and/or their achievements	Adding policy to the new Official Plan.	2023	Planning
Ensure full participation and representation of Black constituents in Newmarket	Visible representation/commitment to the Black community through art installation in a prominent place.	11	Q2, 2023	Recreation and Culture
Ensure full participation and representation of Black constituents in Newmarket	Conduct further research with Black community to understand barriers which may be leading to lower uptake of services. With their input, evaluate current programming, costs and establish strategies for better engagement.	48, 47, 31	Q4, 2022	Recreation and Culture

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ensure full participation and representation of Black constituents in Newmarket	Review permit policy to determine if Black groups may be denied permits and adjust policy to prevent this as required.	49, 31	Q4, 2022	Recreation and Culture
Ensure full participation and representation of Black constituents in Newmarket	Southlake Regional Hospital will evaluate its Patient and Family Advisory Group to ensure diverse patient representation through active recruitment.	15, 16	Q4 2022	Southlake
Ensure full participation and representation of Black constituents in Newmarket	<p>Southlake Regional Hospital will establish a partnership with local groups and key stakeholders to help inform the future state of Southlake's DEI program.</p> <p>Work with SRHC and YRPH to organize dialogue sessions with members of the Black community to better understand the challenges faced and</p>	17	Q3 2022	Southlake

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
	design an action plan to address the same			
Inclusive economic development	Use “Hey Newmarket” to crowd source list of Black-owned businesses in TOWN OF NEWMARKET	38	By Q4 2023	Communications
Inclusive economic development	Where possible, consider hosting media events at Black businesses	38	Start implementing ASAP	Communications
Inclusive economic development	Build relationships with Black owned businesses. Actively engage Black owned businesses in the Town of Newmarket Corporate Visiting Program.	106	September 2022 - onwards	Economic Development
Inclusive economic development	Develop partnerships with Black Chamber of Commerce, African-Canadian Construction Association etc.	93, 106	March 2023	Economic Development
Inclusive economic development	Engage Black community in Newmarket Economic Development Advisory Committee in collaboration with Clerks by circulating committee	93	February 2023	Economic Development

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
	posting to key partners (ie: NACCA)			
Inclusive economic development	Share the Interim and Final DABR and subsequent action plans with the Main Street Business Improvement Area and Newmarket Economic Development Advisory Committee	93	Q3 2022 & Q2 2023	Economic Development
Inclusive economic development	Compile a list of Black-owned businesses in the Town of Newmarket and add (voluntarily) to Choose Local business directory and newsletter list.	106	November 2022	Economic Development
Inclusive economic development	Benchmark the number of businesses with owners /management that identify as Black on the Choose Local directory	106	July 2023	Economic Development
Inclusive economic development	Implement the Town's DEI Lens for Economic Development policy, projects and communications.	93	January 2023	Economic Development

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Inclusive economic development	Investigate/research what other municipalities do and what capacity municipalities have (under the Municipal Act) for incentivizing Black owned businesses and employees	106	August 2023	Economic Development
Inclusive economic development	Meet with York Region Small Business Enterprise Centre to discuss opportunities available to Black owned businesses, opportunities for mentorship/training session led by Black people from the Northern Six and put in place benchmarking systems for understanding the YSBEC's reach into the Black community.	106	December 2022	Economic Development
Inclusive economic development	Develop and keep up to date a list of Black business owners, entrepreneurs and resident who would like their business and/or family highlighted in marketing materials, media opportunities, Economic Development	93	March 2023	Economic Development

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
	blog posts and other engagements.			
Inclusive economic development	Highlight grant opportunities, mentorship and networking programs etc. on the Newmarket Economic Development website	106	February 2023	Economic Development
Inclusive economic development	Explore partnerships with community organizations to recognize businesses that promote equity and address discrimination	30	April 2023	Economic Development
Inclusive economic development	Work with Strategic Initiatives to search for grants related to ABR programs.		Ongoing	HR

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Inclusive economic development	As part of the planned Procurement Law Update / Refresh, staff will conduct research into best practices around social procurement. The report to Council that will go with the updated bylaw will provide the results of the research conducted and make recommendations.	107, 108	Q2 2023	Legal/Procurement

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Inclusive economic development	Develop a list of Black-owned businesses (arts, sports etc) and launch a pilot summer camp with one or more groups in summer 2023.	105	Q1, 2023	Recreation and Culture
Inclusive economic development	Review grants processes for barriers and eliminate those as needed.	105	Q4, 2022	Recreation and Culture
Ongoing Leadership and accountability	Embed questions from DEI Lens related to Communications in our communications strategy for the TOWN OF NEWMARKET (potential guidelines for the organization)	38	Start implementing ASAP	Communications
Ongoing Leadership and accountability	Communications team will continue to support the implementation of the ABR action plan and list of recommendations	38	Start implementing ASAP	Communications

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ongoing Leadership and accountability	Coordinate a photoshoot (in partnership with NACCA and/or other partner(s)) to increase the amount of photos and imagery of black residents in the community to be used in Town communications and marketing materials	38	By Q2 2023	Communications
Ongoing Leadership and accountability	Hiring processes and practices will be reviewed as part of broader HR review of recruitment. CYFS will implement recommendations where possible following review.	89, 91	Review of process and practice in Q3 2022	CYFS
Ongoing Leadership and accountability	Members of CYFS will continue to participate in the development and utilization of best practices and tools developed by the OAFC DEI Committee.	89	Ongoing, Anticipated OAFC DEI Toolkit available in Q3/Q4 2022	CYFS

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ongoing Leadership and accountability	Review the DEI Lens and specify communities to focus on during use of the tool (e.g., Black, Indigenous, persons with disabilities, LGBTQ2S+)	2	Q4 2022	HR
Ongoing Leadership and accountability	Succession planning program to be rolled out and have EDI and ABR Lens to ensure equity in access and success.	26, 68	End of 2023	HR
Ongoing Leadership and accountability	Workforce census will be implemented when we have our new HRIS. Included demographic info on 2019 engagement survey.	4	2023-2024	HR
Ongoing Leadership and accountability	Goal to have Newmarket's staff base reflect the diversity of Newmarket (inclusive of race, abilities, LGBTQ2S+). Reduce gaps each year.	69	Annual reporting on progress	HR

Theme	Action	Maps to Recommendation Numbers	Timeline	Accountable Owner
Ongoing Leadership and accountability	Complete an environmental scan to understand various equity-based data collection systems both provincially and nationally. This information will be used to inform Southlake's data collection process. Additionally, provide recommendations to our internal stakeholders to collect equity-based data for both patients and staff.	15 Work with Southlake Regional Health Centre (SRHC) and York Region Public Health (YRPH) to collect race-based and intersectional data on how racial/ethnic/gender inequalities perpetuate health inequities	Q1 2023	Southlake
Ongoing Leadership and accountability	Southlake Regional Hospital will create a more collaborative internal DEI program to support both Black patients and staff for a more equitable environment by focusing on quality of care and working conditions.	15, 16	Q1 2023	Southlake

Appendix A: Recommended Communication Guidelines

- Avoid using stereotypical images
- Utilize a variety of communication tools and diverse platforms to reach members of the Black communities including ethnic press, posters at cultural marketplaces and connecting with key leadership
- Use inclusive language in speech, and all written materials
- Consider translating materials into different languages. Ensure the content of our communications reflect equity (in language and imagery) in terms of all aspects of diversity such as shade, age, ability, religion, culture, sexual orientation and socio-economic status (to name a few)
- Use a variety of available distribution resources (community groups, agencies, diverse networks, diverse media etc.) to ensure that communications reach a diverse audience
- At a minimum, inclusive communication requires awareness, sensitivity, and an ability to reach out to and communicate with the diverse Black communities in a thoughtful, respectful, and open manner without assumptions, stereotypes, or prejudgments
- Ensure that communications content contain information about the source of the communication and give directions for providing feedback

Appendix A: RECOMMENDED COMMUNUCATION GUIDELINES:

- Avoid using stereotypical images.
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- At a minimum, inclusive communication requires awareness, sensitivity, and an ability to reach out to and communicate with the diverse Black communities in a thoughtful, respectful, and open manner without assumptions, stereotypes, or prejudgments
- Ensure that communications content contain information about the source of the communication and give directions for providing feedback