



**ACTION PLAN TO
DISMANTLE ANTI-BLACK RACISM
IN THE TOWN OF NEWMARKET**



JANUARY 2023

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STRATEGY GROUP

ACKNOWLEDGEMENTS

We are grateful to the many people who have contributed to and supported the development of this action plan. We would like to acknowledge the following individuals in particular:

Town of Newmarket Staff:

Jennifer Rose, Staff, Town of Newmarket
Inclusion, Diversity and Equity Advocacy Group (IDEA)
and Dismantling Anti-Black Racism Task Force (DABR)

Community Members and Groups:

Newmarket African Caribbean Canadian
Association (NACCA)

We acknowledge that the 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.



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CONTEXT AND SCOPE OF WORK

In December of 2021, the Newmarket Dismantling 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

Founded in 2014, EMPOWER Strategy Group is a boutique consulting firm offering innovative and effective community development strategies and processes to build inclusive cultures. EMPOWER conducts anti-racism anti oppression training, organizational assessment, group facilitation, stakeholder engagement, community consultation and mobilization to build capacity and inspire change.

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, healthcare 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 edicts later associated with 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 healthcare, 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

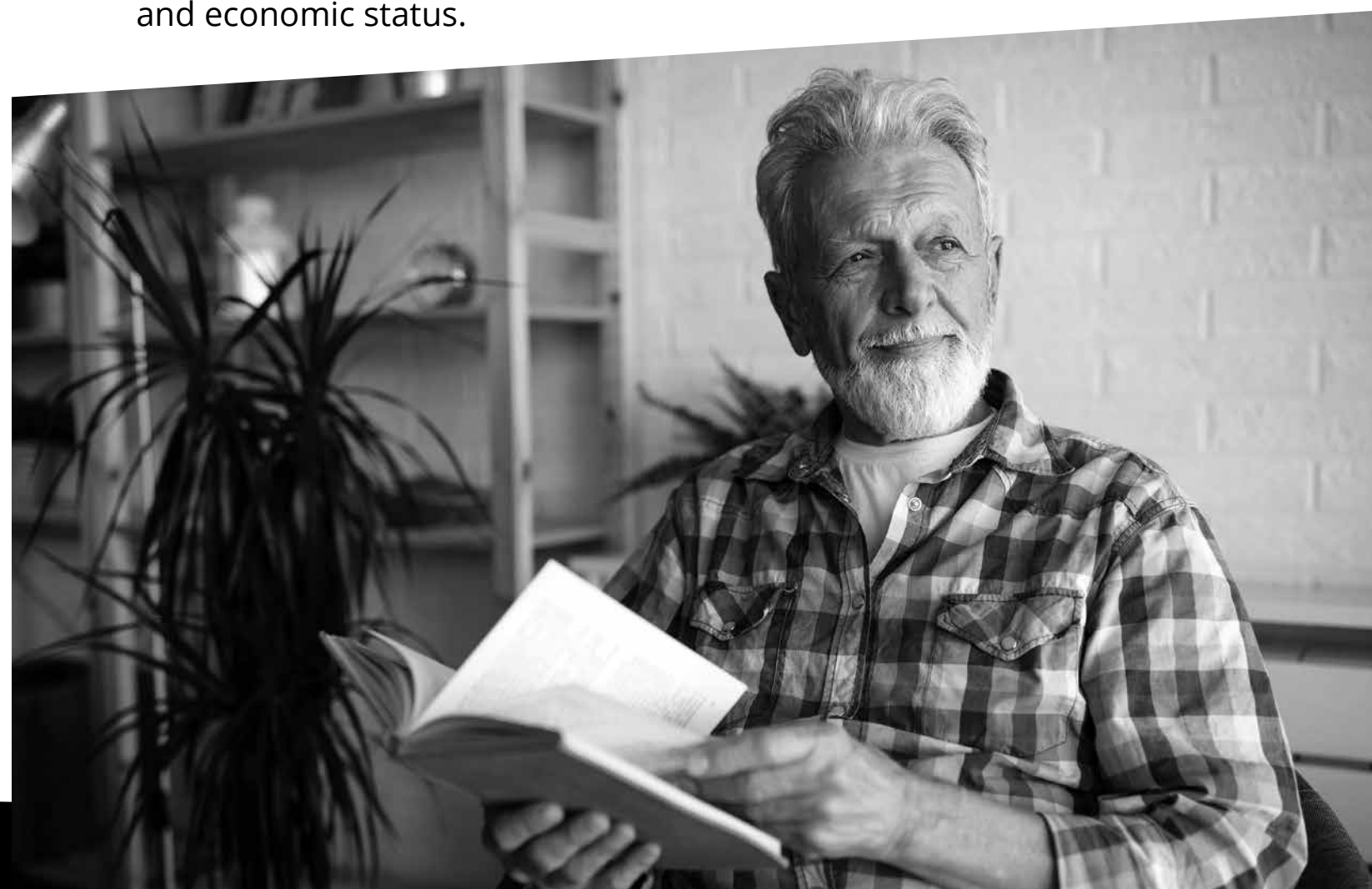
Racial equity exists when systems, institutions and organizations provide equal opportunities to individuals of all origins, races, phenotypes, religions and cultures regardless of any differences in their physical traits such as skin colour and hair texture and colour.

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 equitable 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 2021 Census. Information from the 2021 census should be available shortly.

As of 2021, there were **2485 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 completion.

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 Anti-Black Racism 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 is 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. Continuing the work began with the Town of Newmarket's interim report on anti-Black racism, a racial equity framework, is a foundation of the town's transformation. 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

Accountability in the system that is implemented

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.

1. Accountability within the Town of Newmarket
2. 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 intersectionality 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

The DABR representative will coordinate advertisement of the Town of Newmarket search for Advisory Committee members. The representative will be responsible for assembling a committee of five reviewers from the Newmarket Black Community, to create terms of reference, assess applications and after vetting and due diligence by the representative, select a minimum of 7 and a maximum of 11 members to serve for two year terms as members of the DABR Advisory Committee. 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

The [Inclusion Charter for York Region](#) can be an effective framework for bringing together 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 of existing partnerships in the community (such as NACCA and Parents of Black Children) 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

Detailed information should be provided on feedback and action items. 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
- An annual report to the community using the most effective communication channels
- An annual review of the DABR Action Plan with representatives of the Town of Newmarket Black Community. Town Hall, Online engagement

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. We recommend the Town hire at least one staff resource that will advance DABR actions and initiatives within their dedicated scope of work. This resource should be 1.0 FTE and can be installed in year one of the implementation plan.

A Year One DABR Implementation Plan Review should be thorough in its assessment of program outcomes and efficiencies. The Key Performance Indicators, strategic discussions with the DABR representative and the DABR Advisory Committee and community feedback will assist senior staff in their assessment and recommendations to Council.

As such we recommend that in Year Two the Town of Newmarket consider adding more resources to this important work. It is recommended that Council consider the implementation of the DABR Plan in the development of Council's Strategic Priorities for 2023-2026. There are several options to resource this work. The Town may consider the following or a combination of these:

1. Partner with community organizations in the Newmarket Black Community for provision of the services on a fee-for-service basis.
2. Outsource the work to a specialist in ABR with knowledge of the municipal environment

3. Second an employee from another area and provide them with mentorship.
4. Engage a post-secondary institution for a partnership that will provide opportunities for the Town to execute its agenda while providing opportunities for data collection, research, analysis and reporting. This approach can be beneficial in that the data can be a revenue generating item for TON.
5. Find a corporate partner that has a mutual interest in the ABR implementation or in the TON measurement and analysis. They may be willing to cover the cost of the resource.
6. Seek funding support from provincial and federal sources through programs supporting DABR work.

The DABR representative(s) will report to senior leadership with crossfunctional 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 representative(s) 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

- Dismantling Anti Black Racism in Newmarket 28 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.
10. Invest in adequate space allocation and resources to accommodate the Dismantling Anti-Black Racism representative.:
11. Consider a physical office space that can be used to create a presence for the staff at Town of Newmarket

12. 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
13. Allocate adequate finances in the Town of Newmarket annual budget and plan to support the activities of the DABR representatives and the DABR activity.

Communication Channels

The DABR implementation Plan should be made accessible to the broadest representation of the Town of Newmarket residents with particular attention being paid to ensuring that members of the town's Black communities be engaged.

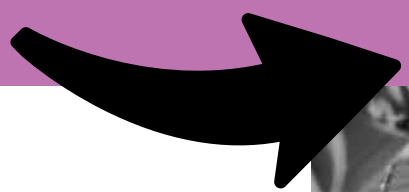
Consideration should be given to partnering with local community organizations who can provide links to the plan on their websites. Hard copies can be left at key sites such as frequently visited public serving businesses and institutions.

The Town's website Hey Newmarket would be the primary channel of communication for the DABR Implementation Plan. The online presentation should be interactive in that it not only presents the plan but gives the opportunity for feedback to be received and updates on the plan's progress to be communicated to residents.








**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








INCLUSIVE ECONOMIC DEVELOPMENT

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> Where possible, consider hosting media events at Black-owned businesses/support highlighting local Black-owned businesses	38	Start implementing ASAP	Communications	# of media events held at Black-owned businesses/# of media and social media articles/posts
<input type="checkbox"/> Work with Strategic Initiatives to search for grants related to ABR programs.		Ongoing	HR	# of granting processes engaged related to ABR
<input type="checkbox"/> Review grants processes for barriers and eliminate those as needed.	105	Q1 2023	Recreation and Culture	% completion of grants reviewed
<input type="checkbox"/> Implement the Town's DEI Lens for Economic Development policy, projects and communications.	93	Q3 2023	Economic Development	% of completion of policy review using Newmarket's DEI lens
<input type="checkbox"/> Build relationships with Black owned businesses. Actively engage Black owned businesses in the Town of Newmarket Corporate Visiting Program.	106	Q1 2024	Economic Development	% of businesses in the Corporate Visiting Program that are Black owned.
<input type="checkbox"/> 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	% completion of a list of Black owned businesses % completion of summer camp design











INCLUSIVE ECONOMIC DEVELOPMENT

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> Engage Black community in Newmarket Economic Development Advisory Committee in collaboration with Clerks by circulating committee posting to key partners (ie: NACCA)	93	Q2 2023	Economic Development	# of Black Businesses served by YSBEC # of formal partnerships with Black serving organizations such as the ACCA and Black Chamber of Commerce # of Businesses in the BIA and EDA committees receiving the interim and final DABR Implementation Plans # of Black business owners, entrepreneurs on marketing profile list
<input type="checkbox"/> 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	Q2 2023	Economic Development	
<input type="checkbox"/> Develop partnerships with Black Chamber of Commerce, African-Canadian Construction Association etc.	93, 106	Q3 2023	Economic Development	
<input type="checkbox"/> 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 2023	Economic Development	
<input type="checkbox"/> Develop and keep up to date a list of Black business owners, entrepreneurs and residents who would like their business and/or family highlighted in marketing materials, media opportunities, Economic Development blog posts and other engagements.	93	Q3 2023	Economic Development	






INCLUSIVE ECONOMIC DEVELOPMENT

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> 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	Q4 2023	Legal/ Procurement	Completion of the report to Council which addresses social procurement and adoption of new Procurement Bylaw
<input type="checkbox"/> Use "Hey Newmarket" to crowd source list of Black-owned businesses in Town of Newmarket	38	Q4 2023	Communications	% of completion of the Newmarket Black owned businesses database

INCLUSIVE ECONOMIC DEVELOPMENT

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/>  <p>Compile a list of Black-owned businesses in the Town of Newmarket and add (voluntarily) to Choose Local business directory and newsletter list.</p>	106	Q4 2023	Economic Development	% Completion of Black owned businesses list
<input type="checkbox"/>  <p>Investigate/research what other municipalities do and what capacity municipalities have (under the Municipal Act) for incentivizing Black owned businesses and employees</p>	106	Q4 2023	Economic Development	# of Municipal reviews completed
<input type="checkbox"/>  <p>Benchmark the number of businesses with owners / management that identify as Black on the Choose Local directory</p>	106	Q1 2024	Economic Development	% completion of list identifying owners that are Black on the choose local directory
<input type="checkbox"/>  <p>Highlight grant opportunities, mentorship and networking programs etc. on the Newmarket Economic Development website</p>	106	Q1 2024	Economic Development	% completion of the update to the Newmarket website highlighting grants, mentorship and networking.
<input type="checkbox"/>  <p>Explore partnerships with community organizations to recognize businesses that promote equity and address discrimination</p>	30	Q2 2024	Economic Development	# of partnerships with Black community organizations that promote equity.






ONGOING LEADERSHIP AND ACCOUNTABILITY

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> 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	Demographic study of Newmarket staff disaggregated by race and other dimensions of diversity as compared to the demographics of the community of Newmarket.
<input type="checkbox"/> Communications team will continue to support the implementation of the DABR action plan and list of recommendations	38	Ongoing	Communications	
<input type="checkbox"/> Implement voluntary workforce census in new HRIS.	4	2023-2025	HR	% completion rate of demographic questions
<input type="checkbox"/> Review the DEI Lens and specify communities to focus on during use of the tool (e.g., Black, Indigenous, persons with disabilities, LGBTQ2S+)	2	Q1 2023	HR	
<input type="checkbox"/> Embed questions from DEI Lens related to Communications in communications plans and strategies	38	Q3 2023	Communications	






ONGOING LEADERSHIP AND ACCOUNTABILITY

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> 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 <input type="checkbox"/> Succession planning program to be rolled out and have EDI and ABR Lens to ensure equity in access and success.	<p>38</p> <p>26, 68</p>	<p>Q4 2023</p> <p>Q2 2024</p>	<p>Communications</p> <p>HR</p>	<p># of images made available for Town marketing materials</p> <p>% roll out of EDI and ABR program</p>






ENSURE FULL PARTICIPATION AND REPRESENTATION OF BLACK CONSTITUENTS IN NEWMARKET

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> Review Committee Public Appointment Policy and make recommendations to Council to adopt changes to remove barriers. This may align with the Committee Review conducted with the beginning of every new term of Council.	26, 70	Q2 2023	Legislative Services	Increase in number of Black applicants and successful candidates in public appointments
<input type="checkbox"/> 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. Continue to develop and grow the relationships with Black community groups.	92	2023 onwards	CYFS	Number of engagements and outreach activities per year
<input type="checkbox"/> Include consultation strategies for Black peoples, Indigenous peoples, and people of colour for use in the development of the Town's New Official Plan	12, 13	2023	Planning	This subject matter's inclusion in the Communication and Engagement Strategy prepared as part of the Official Plan project
<input type="checkbox"/> Review and revise the parks and street naming policy(ies) to specifically encourage and promote names that represent Black peoples, Indigenous peoples, and people of colour, and/or their achievements	12, 13	2023	Planning	Regular (e.g. annual, semi-annual) meetings with community groups to obtain new names Annual staff report to Council updating list of pre-approved names Percentage of new names recognizing Black peoples, Indigenous peoples, and people of colour, and/or their achievements on the list of pre-approved names






ENSURE FULL PARTICIPATION AND REPRESENTATION OF BLACK CONSTITUENTS IN NEWMARKET

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> Ensure Black writers are represented in book club choices by purchasing at least 5 book club kits featuring Black authors per year.	61	2023-2027	Library Services	# of book club kids featuring Black authors added to collection
<input type="checkbox"/> 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	Q2 2023	Recreation and Culture	Robust data collection disaggregated by race to identify key barriers to service. KPIs to be determined.
<input type="checkbox"/> Participate in the corporate review of recruitment practices.	26	Q4 2023	Legislative Services	% of Black applicants and appointments to Committees and Boards
<input type="checkbox"/> Visible representation/commitment to the Black community through art installation in a prominent place.	11	Q4 2023	Recreation and Culture	% of art installations featuring Black artists
<input type="checkbox"/> Continue to embed ABR into programming. Increase the number of Black author readings by 50% over 2022.	61	Q4 2023	Library Services	% of Black authors in readings






ENSURE FULL PARTICIPATION AND REPRESENTATION OF BLACK CONSTITUENTS IN NEWMARKET

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> Complete an audit of library policies to determine if there are any gaps/barriers.	52	2023-2024	Library Services	% of policies audited % of policies amended
<input type="checkbox"/> 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	% of Grade 1 and 2 classes reached
<input type="checkbox"/> Continue to embed ABR into programming. Ensure Black writers are represented by programming by including Black representation in at least 25% of story times.	61	2023-2024	Library Services	% of Black representation in story time programming
<input type="checkbox"/> Develop a Diversity Audit template for the Children’s and Adult Collection – including diverse quality tags/ markers unique to the Newmarket community.	61	2023-2024	Library Services	% completion of audit methodology % completion of audit
<input type="checkbox"/> Proactively reach out to every Grade 9 class in Newmarket to make sure every teenager can sign up for a Library Card	60	Q2 2025	Library Services	% of Grade 9 classes reached
<input type="checkbox"/> Engage diverse and racialized community groups, such as Operation Black Vote, who can leverage the 2026 Municipal Election to encourage more Black candidates to run for political office.	31	Q1-Q3 2026	Legislative Services	Increase in number of Black candidates in 2026 municipal election

CAPACITY BUILDING AND TRAINING

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> Members of CYFS have completed EDI training. Team will adopt and roll out Anti-Black Racism training.	90	Q4 2023	CYFS/HR	Percentage of CYFS staff who have completed ABR training
<input type="checkbox"/> Anti-Black Racism training for all Town of Newmarket staff	28, 51	Q4 2023	HR	% of all staff who have completed ABR training % of new hires who have completed ABR training (e.g. complete within 90 days of start date)
<input type="checkbox"/> 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	Q4 2023	HR	% of recruitment panel participants trained # of policy improvements based on external review
<input type="checkbox"/> Annual commitment for training and professional development specifically for topics related to EDI.	5, 26, 32, 50, 66, 67, 91, 111	Ongoing	HR	# of ongoing EDI professional development opportunities offered to staff (e.g. webinars, workshops, communities of practice, speakers) Assessment through surveys of the effectiveness of the professional development tools regarding EDI

ONGOING LEADERSHIP AND ACCOUNTABILITY

 Action	 Recommendation Numbers	 Timeline	 Accountable Owner	 KPI
<input type="checkbox"/> Staff would recommend that Council proclaim February as Black History Month each year without the need for a formal application from a community group.	10	Q1 2023, in time for Black History month in February.	Legislative Services	Black History month proclaimed annually
<input type="checkbox"/> 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	Q4 2023	CYFS	
<input type="checkbox"/> Members of CYFS will utilize the best practices and tools developed by the OAFC DEI Committee.	89	Q4 2023	CYFS	

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 B: Original Recommendations

Following are the original recommendations set out by the Task Force. The action plan above was created based on these recommendations.

Forefront Recommendations

1. Create an Advisory Committee to oversee the implementation of the recommendations in the report
2. Implement a Racial Equity Tool that will facilitate the integration of racial equity into routine decision making (see page 18)
3. Commit to reporting on the progress of the actions in the report quarterly, develop Key Performance Indicators (KPIs), and set clear and ambitious targets and/or measurements of success for each of the twelve (12) priority areas in the report.

Key Accountabilities: 1. A quarterly report on the action plan and milestones achieved toward racial equity, 2. An annual report on the progress towards racial equity until 2025, 3. Annual review of the action plan and evaluation and revision with community input.

Representation and Recognition

4. Conduct an employment equity audit and workforce census and commit to an employment equity plan.

5. Be intentional in recruiting more Black staff and providing a conducive environment for them. Put support in place to create a work environment that says "Black people belong here, we are moving beyond just accommodating you, we are ensuring your success."
6. Plaque and sign installations - to recognize the contributions of Black Canadians to the building of our local and wider Canadian society. This also informs public education in Black History
7. Awards - the City of Toronto hosts an annual Access, Equity and Human Rights Awards which recognizes programs, people or organizations that work to create a more equitable city by eliminating barriers to equality and addressing discrimination. The nominating categories are Race Relations, Indigenous, Pride, Disability, and Women's Equality. This form of recognition is best practice for an inclusive community that is focused on (race) equity and the Town is encouraged to adopt this practice.
8. Liaise with the Recreation and Culture department to activate training and workshops on anti-Black racism as well as promotion of Black arts and culture in Newmarket
9. Provide adequate avenues, community grants and liaison for members of the Black community to celebrate Black History Month, Emancipation Day and other cultural events.
10. Make Black History Month an automatic yearly proclamation instead of putting the burden on Black community organizations in Newmarket to apply each year.
11. Given that we are within the Decade for People of African Descent, there should be more visual celebration/ representation of Black people within the Newmarket community. One of the ways this can be achieved is by providing funding or setting up initiatives to celebrate Black artists. The City of Toronto created a visual public art display and the City of Vaughan has invested in a quilt which is on display at the City Hall for all to see
12. The Street Naming Policy should be reviewed with an aim at addressing the current imbalances as it relates to Black and other visible minorities. Newmarket maintains a strong historic landscape & heritage which attracts and maintains a diverse meeting of peoples and commercial activities. As the story of Newmarket continues to be written, it is important to recognize all those who have contributed to the Town from the standpoint of equity.
13. (Still regarding Street Naming) Equity issues with regards to class-based bias should be considered and the bias eliminated. A framework in which, for example, an exemplary working-class individual is given due consideration for recognition is to be encouraged.

Cross Sector and Cross Municipal Work

Healthcare

14. Work with other municipalities to launch a campaign against anti-Black racism
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.
16. Work with SRHC and YRPH to ensure that strategies are put in place, including actions targeted at improving the health outcomes and health inequities of both Indigenous Persons and Black people.
17. Work with SRHC and YRPH to organize dialogue sessions with members of the Black community to better understand the challenges faced and design an action plan to address the same
18. Work with SRHC and YRPH to provide relevant information and education about COVID-19 vaccines while respecting choice. A history of trauma and mistrust is at the heart of vaccine hesitancy in Black communities. For example, a 2017 peer reviewed journal article documents the tense standoff

which occurred between the Catholic Church and Kenyan government concerning a WHO anti-tetanus vaccine campaign. The issue related to alleged contamination of the vaccine with a human hormone capable of rendering women infertile. Laboratory analysis eventually confirmed the presence of the hormone within the vaccines, fuelling concern in the developing world. Health outcome data shows that Black Canadians are disproportionately infected and dying from COVID-19 which is linked to disparities in underlying health conditions and frontline work

Mental Health

19. That a lens on mental health be kept in mind when examining the impacts and outcomes of the various aspects of life within Black and racialized communities

Housing

20. Collect race-based data on the accessibility of the Town's housing market and Housing York Inc. in order to clearly identify how racial discrimination affects access to housing
21. Conduct surveys to generate data concerning the link between racial discrimination in accessing housing and in securing employment. Without data, it will be difficult to clearly appreciate the challenges faced

22. Progress in building Inclusive Communities and Successful Tenancies (Strategic Priority 2, Housing York Inc.'s 2021-2024 Strategic Plan) must go beyond antiracism training for team members, diversity and inclusion activities and feelings of being treated with respect to include workplace equity, equitable housing allocation and the removal of barriers to housing
23. On October 14, 2021, the Black North Initiative received a \$2.5 million dollar grant from the Region of Peel to support homeownership for Black Peel Residents. The municipality is encouraged to champion similar efforts for residents in York Region

Culture Change

24. Be a model for how other municipalities approach anti-Black racism. This means moving away from a culture of tolerance and towards a culture of transformation
25. Use an equity lens when developing and evaluating strategies, policies, practices, programs and budgets – both internally and externally. Deliver on the promise of your membership to the Coalition of Inclusive Municipalities (CIM) launched in partnership with UNESCO in 2007 to integrate equity into the planning of the municipality's work, and support communities' initiatives
26. Use an intersectional lens in your anti-racism work and apply it to your hiring and promotion strategy, as well as in the recruitment of committee members
27. The Town needs to show that it has a culture of including Black people and not just during Black History Month
28. Anti-Black Racism training for all staff, including training that looks at White privilege, White fragility and White supremacy - budget for training. Training should not be an isolated awareness project or box check, but should take a holistic approach and be embedded in the values of the corporation
29. Create welcoming environments for people of African descent. This can be achieved by establishing a protocol that ensures that Black people who live, work and/or do business in town are treated in a direct, clear and equal way similar to other people seeking similar services. The protocol should address how noncompliance will be addressed
30. Provide an incentive for businesses that promote equity and address discrimination

31. Build a community where everyone, especially Black residents, have access to participate in the economic, political, social, cultural and recreational life of Newmarket and reach their full potential.

Black Youth

32. Take steps to address high unemployment rates among Black youth by creating, supporting and lobbying for employment opportunities
33. Create and support opportunities for mentorship & pathway planning from elementary to post-secondary schooling
34. Create and support spaces for Black youth to meet and network. These spaces should have volunteer mentors to help youth decide on post-secondary plans, provide encouragement, and help with finding funding resources
35. Create a Mayor-Youth mentorship circle and partner with local community organization a. Be intentional - create opportunities that are specifically for Black youth i.e. internships, volunteering, paid positions
36. Inclusion increases strength. Create a Community Leadership Development Group/Committee that will serve as a pipeline to future leadership

Community Engagement

37. Creating fun, culturally-focused events that are informative and family friendly e.g. barbecues, sports days, art installations in locations that pull diverse community members together, intentionally
38. Highlighting individuals, businesses, groups, special projects/ events led by Black folk throughout Town's social media pages
39. Conducting an annual survey that collects insight on community members' experiences of anti-Black racism to continue to identify and address issues in the future, and measure the success of strategies put in place
40. Host a Town Hall styled moderated discussion on issues facing the Black community in Newmarket.
41. Host a youth based focus-group discussion in order to be informed about the issues being faced by Black youth
42. Use an equity lens to identify communities in need and create a plan to reach and support them. This could mean:
 - a. Accessible locations for food banks, collaborate with local organizations to organize carpooling to extra-curricular activities for students
 - b. Make these initiatives known in Newmarket schools by providing them with brochures/flyers

Town Policies

43. The placing of requests for proposals for (cultural) programs specific to the Black community
44. The creation and addition of a job function for a Program Instructor – Adult & Youth (Cultural and other Programs specific to the Black community) with a requirement that candidates demonstrate an ability to recognize anti-Black racism in all its forms whether through lived experiences and/or through training so as to react to it appropriately, in keeping with the Town's new Anti-Black Racism Policy
45. These cultural and recreation programs would be provided by those whose proposals were successful [note 1 above].
46. Conduct a review or evaluation of the use of current recreational facilities by the Black community with the aim of determining how to best serve the community and promote access to these facilities.
47. The establishment of a new or the expansion of the existing recreational centre to provide a sports and arts centre. This would be dedicated to those activities that the Black community have indicated an interest in: track and field; graphic arts; music; dance etc
48. Conduct an evaluation of how sports and cultural events that may be of interest to the Black community are being promoted. Are the promotions effective?
49. Conduct an assessment of how permitting issues for recreational facilities and activities affect availability and access for individuals (or organizers) in the Black community
50. HR department research and build a more diverse pool of candidates through the creation of language and job descriptions that encourage applications from members of the Black, Indigenous communities
51. Implements annual mandatory training on anti-Black racism for all its staff members at all levels; trainers to be representative of the Black community with training material to be vetted by the Town's advisory committee
52. Ensures that any reference to Equity, Diversity, and Inclusion (EDI), has the combatting of anti-Black racism as a primary and intentional focus. These policies should be implemented throughout all areas of the Town's reach including libraries, schools
53. Creates an Anti-Black Racism/Anti-Racism position which would report to the advisory committee on recruitment, staffing and training and which would set up and report on the strategic plan to ensure that the recommendations put forward by the task force are met within set timelines

54. The TON should find ways to support organizations that implement youth focused programs [18-29] which provide opportunities for young people who faced antiBlack and immigrant racism in schools
55. Support/encourage settlement organizations, provide fair training and job opportunities to persons of African descent. In other words, settlement organizations should guard against stereotyping
56. Continued liaising with Black professionals/workers/entrepreneurs/associations in Newmarket to create an environment that encourages business and employment
57. Apart from street naming, include plaques and statues/or other symbolic placement that commemorate events. As well - some as reminders of events not to repeat. For example, August 23 as the Remembrances of the Slave Trade and its Abolition; Emancipation Day which is now recognized in Canada
58. The wording on the plaques should not only be specific but must also provide historical context. As a long-term project, the placement of statues symbolizing the contributions of persons of Black/African ancestry to the development of Newmarket
59. The Newmarket Public Library and other libraries have helpful information. The Advisory Committee would play a role in accessing and informing the TON. The statues can be symbolic and not necessarily of a specific person

60. Recommend linking schools to libraries. Each student should have access to a library Card. This immediately creates a sense of belonging. Young people can be great at breaking barriers. This would be a continuation of TON's interest in advocating for Intentional Community Building/Intentional policies that combat racism against the Black community
61. Provide support to the library in its efforts to raise awareness of anti-Black racism and its efforts to work with Black community leaders

Internal Equity and Inclusion Committee

Internal

62. Create a leadership series on Allyship, Unconscious Bias and Psychological Safety
63. Develop employee sessions that are focused on allyship and inclusion
64. Commit to mandatory anti-racism and cultural competency training
65. Conduct a gap analysis on the action plan

External

- 66. Review and update recruitment processes
- 67. Conduct inclusive recruitment training for hiring managers
- 68. Develop mentorship program for equity denied groups
- 69. Set a hiring target for equity denied groups
- 70. Recruit Black and other racialized community members to serve on the Newmarket Public Library Board. There needs to be (racialized) community representation on the Board.

Partner with communities

- 71. Provide funding that reach community-based initiatives that lead equity and address racism
- 72. Focus community grants on projects that reach Black and Indigenous communities
- 73. Establish a group of external community leaders to inform strategy

Intersectionality

- 74. Take into consideration how intersectionality increases marginalisation of those who are Black while having other identities such as a disability or an LGBTQ+ identity. In this regard, the TON should review to what extent its policies do or do not take into account issues of intersectionality
- 75. The TON should review how its operations affect persons with visible or invisible disabilities and or LGBTQ+ identities etc. 'while being Black'. For example, if accommodations are not provided for persons with disabilities because of antiBlack discrimination, then they are more likely to be excluded from society and have poor outcomes.

Education

- 76. Efforts should be made to promote other African histories outside of European colonialism and the trans-Atlantic slave trade. The history of the African continent and its peoples does not begin and end with the slave trade or intersections with European colonialism/imperialism.
- 77. Modern histories of the countries that make up Africa should be taught there is an immense diversity of cultures, peoples and languages on the African continent. Blank references to 'Africa' as a homogenous mass with little reference to this

diversity is rooted in a colonial mindset, does not reflect reality and is considered an affront by some Black community members. The histories of the Caribbean and other countries which make up the diaspora of African peoples are also important to highlight

78. Activities promoting Black history should also take place outside of Black History month
79. Education on the violence of Anti-Black Racism should be implemented for all educators/teachers/school counselors. Working with the different school boards regarding their confronting anti-Black, anti-immigrant policies to see if those in charge of the programs are appropriately equipped to take action; including having lived experiences. It should be noted that policies that address bullying do not necessarily address racism
80. Education to combat the narrative of 'there is no racism in Canada' is needed
81. With respect to the above recommendations, collaborations should be sought with Black scholars at local or regional institutions of learning to gain understanding, alternative perspectives and build capacities. Partnerships and collaborative efforts with libraries, non-profit organizations and historical societies should also be pursued

82. The partnering of the Town with organizations that provide 'safe-space, culturally connected' mentorship and coaching tailor made to Black students and entrepreneurs, – whether they are at entry-level or mid-career and regardless of age. The format of the partnering may be flexible, the intent is recognising and guiding Black Leadership
83. That the TON uses its voice and influence to continue to champion needed change in the practices of the local school boards as it relates to the dismantling of antiBlack racism.
84. That the TON circulates this report to the local leadership of local school boards so that the information shared herein can be integrated into current and evolving strategies to dismantle anti-Black racism

Emergency Services

Policing

85. Advocating for adequate training and competencies. Improved efforts to ensure that police services are deployed by those having cultural and other appropriate competencies in order to address policing needs within the Black community in a way that is sensitive to issues affecting the Afro-descendant communities

86. Advocating for adequate representation. Support continued work to ensure diversity within the police services better reflects the communities within Newmarket, specifically as it relates to Black and other racialized peoples. Representation within the ranks of the YRP is integral to correcting imbalances and promoting better policing outcomes. This not only involves mere inclusion within the ranks but also the taking of steps to address barriers to professional advancement which have been highlighted by Black police officers
87. Promoting community policing and networking opportunities with the YRP We are further recommending that, as part of the above work, opportunities for outreach by police officers to the Afro-descendant community are actively sought and promoted by the TON. This can be done by inviting members of the YRP to attend TON events which deal with issues in the Black community as has been done in the past through the Town's work with community organizations such as NACCA. Community-style policing efforts offer ways to increase harmony and understanding between police and the communities they serve
88. Publicising the complaint mechanism in place to report inappropriate Police interaction

Fire services

89. Both municipalities (Aurora and Newmarket) should foremost recognize that a diverse complement of frontline & support staff provides a strong foundation for emergency preparedness (when every second counts) particularly as our municipalities become more diverse
90. Both municipalities should continue diversity and inclusion training and activities but from the standpoint of Black and other visible minorities being represented within the staff complement from entry level workers through senior leadership and management
91. With respect to the above recommendations, the municipalities should undertake a review of policies to identify and remove institutional and other barriers as it relates to the recruitment of frontline and administrative staff from the Black community. Experiences and interventions, over the years, from the Toronto Fire Services and other jurisdictions can be consulted
92. Efforts to promote the fire services as a career among Black and other visible minority youth should continue and be encouraged

General workplace issues

- 93. The Interim and Final Reports of the DABR task force should be shared with Commerce leadership for potential circulation among its members.
- 94. Revisit the idea of having direct engagement with local businesses concerning issues facing the Black community once the COVID-19 restrictions have been lifted.
- 95. Make this report generally available to local businesses.

Income Inequality and Disparity

- 96. Encourage all businesses and organizations in Newmarket to utilize a Racial Equity Tool in hiring and in their workplaces, and mandate the tool for hiring within the Town
- 97. Facilitate free career-based mentorship programs and information sessions for youth and job-seekers
- 98. Collaborate with Black-focused organizations to host job fairs, workshops, networking opportunities, resume development and mentorship programs
- 99. Develop a Youth Leadership Development Committee whose focus is to work with youth to develop a pipeline of future leaders

- 100. Find creative ways to address income inequality
- 101. Since high housing prices are a major barrier to income equality, continue to create affordable housing (i.e. 62 Bayview Parkway) using an equity lens.
- 102. Review Town regulations that may stifle economic opportunities for some groups
- 103. Provide free financial advice workshops and counselling sessions with varying topics (and also a robust marketing plan to get the word out about these workshops and sessions).

Support for Black Owned Business

- 104. Create a section of TON's website for a Black-owned Business directory (and work to get the word out so businesses can submit their information)
- 105. Partner with Black-owned businesses recreationally on summer camp programs, sports programs and workshops, and other programs run through the Town's Recreation and Culture department
- 106. Review ways in which the Town currently supports small businesses and new businesses to ensure that they are inclusive and expand those supports to further support Black-owned businesses/start-ups

- 107. Dedicate a percentage of TON supplier and vendor procurement contracts to Black-owned businesses
- 108. In keeping with TON's intent to dismantle anti-Black racism, recommend that bidders under Requests for Proposal have endorsement letters from recognized Black community leaders or Black-lead organizations or organizations serving Black communities with whom the bidding firm has worked with on projects of similar scope.

Black Leadership

- 109. Boards should reflect an understanding of Bill C-25 (reporting requirements for women, visible minority, Indigenous peoples, persons with disabilities)
- 110. Boards should review their recruitment processes and set accountability frameworks.
- 111. Apply a cultural awareness lens to the recruitment process and be intentional in its recruitment of members of the Black community bearing in mind the fact that who the recruiters are play an important role in unfair and discriminatory hiring practices
- 112. Boards should initiate policies that set out the procedure to report anti-Black racism on Boards and require their Executive Directors or operations lead to also implement policies and procedures that report anti-Black racism within the organization; these should include internal and external reporting frameworks and steps.
- 113. Implement mandatory training and policies on Anti-Black racism not only EDI policies, reflecting an understanding of the distinction in both policies and the need to move from performative allyship to effective allyship. Embed such training into risk assessment and governance policies. Boards should include training on how systemic racism operates including the application of microaggressions; cultural stereotyping; White fragility
- 114. While the TON may not be able to direct Boards to take this step, it can lead by example. The EMPOWER STRATEGY GROUP draws on its knowledge of the Toronto City Hall implementation and the culture associated with it.

EMPOWER

STRATEGY GROUP

