

Draft - April 2022





Message from Mayor Frank Scarpitti

At the City of Markham, we are proud of our rich diversity. Diversity is our strength and drives our community's vibrancy, success and innovation. So many aspects of our City have benefitted from our diversity including our arts and culture, business, economy, sports, dining and retail, and connections to many parts of the world.

Here at Markham, we strive to make sure that everyone feels welcome and included, has a sense of belonging, and can live their best life in Markham free from barriers of racism, discrimination and access. We stand united against all forms of hate- anti-Black racism, anti-Asian hate, anti-Semitism and Islamophobia, among others. We stand united against all forms of racism, stereotyping and discrimination.

Together we have created an updated Diversity Action Plan, based on feedback from our communities, that is evergreen and adaptable, and that reflects the experiences and needs of our diverse communities. This plan will grow with us, lay the foundation for ongoing community conversations, and guide us in our journey to equity.

I am also proud that we have created an Anti-Black Racism Action Plan. The Anti-Black Racism Action Plan is based on feedback from our Black communities, and is one of many actions we are taking in support of the City's Strategy to Combat Anti-Black Racism. We must move forward to ensure that members from Markham's Black, African and African Caribbean communities feel welcome, safe and a sense of belonging. We must move forward to ensure that everyone understands that anti-Black racism has no place in our city.

I would like to thank the elected officials of Markham for supporting the City's strategic plan, *Building Markham's Future Together 2020 – 2023*, in which they committed to the update of the City of Markham's original Diversity Action Plan- *Everyone Welcome (2010 – 2019)*. Both the City's *Building Markham's Future Together* strategic plan and the City's original Diversity Action Plan are deeply embedded in the services and practices of the City of Markham and provide a strong foundation for success.

Together, united, we are putting in place actions that ensure that Markham is a socially cohesive and inclusive community for all. I call upon the entire community to stand with each other as allies and to promote mutual understanding and a cohesive community- a community that is free from all forms of racism and discrimination. A community where everyone can live their best lives.



Message from CAO Andy Taylor

The world is changing and the City of Markham is listening, learning and taking action.

The updated Diversity Action Plan and the new Anti-Black Racism Action Plan are embedded in the City's strategic plan- *Building Markham's Future Together*. This, by design, will ensure longevity, impact and accountability of our commitment and actions related to advancing diversity, equity, inclusion, accessibility, anti-racism and anti-discrimination initiatives. This will support the City in making a real difference and creating change with our communities.

The City of Markham was an early signatory to the Canadian Coalition of Municipalities against Racism and Discrimination and is a member of the [Coalition of Inclusive Municipalities](#). At the City of Markham, we are proud to steadfastly uphold the values of the Coalition of Inclusive Municipalities. Indeed, the values of ensuring everyone can participate fully and equitably in all aspects of city life anchor both the Diversity Action Plan and the Anti-Black Racism Action Plan.

Throughout the consultations and online survey of the fall of 2021, we heard from our communities what is important and needed from the City to contribute to a socially cohesive, harmonious and inclusive society. We have been listening with great attention and care to the values and guiding principles put forward by our communities and this feedback has been incorporated into the updated Diversity Action Plan and the Anti-Black Racism Action Plan. These action plans will guide us in ensuring that the City's decision making, policies, programs, services and amenities take into account diversity, equity, inclusion, accessibility, anti-racism and anti-discrimination.

We look forward to partnering with our communities, businesses, community organizations, institutions and other levels of government to deepen our understanding of how we can be effective allies and to move forward with action to create meaningful change.



Land Acknowledgment

We begin this strategy by sharing and acknowledging the traditional territories of Indigenous peoples and their commitment to stewardship of the land. We acknowledge the communities in circle. The North, West, South and Eastern directions, and Haudenosaunee, Huron-Wendat, Anishnabeg, Seneca, Chippewa, and the current treaty holders Mississaugas of the Credit Peoples. We share the responsibility with the caretakers of this land to ensure the dish is never empty and to restore relationships that are based on peace, friendship, and trust. We are committed to reconciliation, partnership, and enhanced understanding.

Truth and Reconciliation

Aanii kina weya - Hello Everyone

(Anishinaabemowin)

As we begin our journey towards reconciliation, it is essential to understand what that means and how it looks. Reconciliation is more than admitting mistakes and listening alone is insufficient. It requires action, and that action can take many forms, including individually and professionally.

Reconciliation requires having a good relationship to begin with, and then striving to reconcile it. For many Indigenous peoples, there has never been a healthy relationship. While inequalities, injustices and power imbalances still exist, we must consider this.

Through this understanding, we can begin the rebuilding of friendly relations. But most importantly, it requires love, respect, and compassion.

Now is the time to question existing beliefs and invest in strong relationships. *It's not just about the relationship between Indigenous and non-Indigenous peoples in this country regarding reconciliation. The phrase "All My Relations" tells us that everything is interconnected. Water must be protected since it is a part of us, and we cannot harm plants or animals because we are intertwined with them; they are our medicines, teachers, guides, and sustenance. We are all related. Allow that to be a reminder to all as we embark on this journey of reconciliation.*

Nindinawemaganidog – All my relations

(Anishinaabemowin)



1. Introduction

1.1 Diversity in Markham

The City of Markham is proud of the richness of our different cultures and communities. Our diversity comes with responsibilities to respect, support, and embrace people of all abilities, ages, citizenships, ethnicities, gender identities and expressions, races, religions, sexual orientations and expressions, socio-economic differences, and others.

Markham's population continues to rapidly grow and evolve. As the City continues to change, so will the many and different needs and preferences of the communities that call Markham home. It is imperative to uphold efforts to support diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination, today and in the future, in all of our activities. Our City thrives as a whole when everyone feels welcome, heard and respected, and when everyone feels a sense of belonging and can live their fullest life, free from barriers of racism, discrimination and access.

We want all individuals, families, and communities to feel a strong sense of belonging in the City and to feel included in City initiatives. We know the importance of listening to our communities, encouraging collaborative efforts, and holding each other accountable as we work toward common goals. The City aims to support and celebrate all communities, with a focus on equity-deserving groups and those who have been underrepresented in efforts and who experience systemic barriers.

The City of Markham is committed to supporting individuals and communities in all their diversity, and we stand firmly against all forms of hate, racism and discrimination. This includes all forms of discrimination, including, but not limited to, those outlined in the Ontario Human Rights Code, such as age; ancestry, colour, race; citizenship; ethnic origin; place of origin; creed, disability, family status, marital status (including single status), gender identity, gender expression; sex; and sexual orientation.¹ This also means taking proactive steps to commit to Truth and Reconciliation and to eliminate anti-Asian hate, anti-Black racism, anti-Semitism, Islamophobia, and other forms of hate and discrimination.

The latest figures used to describe the City's diversity are primarily from the Statistics Canada 2016 Census (Table 1). These figures indicate that about 78% of the City of Markham population is racialized, and about 59% are immigrants. There are many diverse languages spoken in the City and a range of religious and faith affiliations. About 19% of the population are youth (ages 15 to 29), and about 15% are seniors (ages 65 and over). Figures for York Region indicate that 17.5% of the population aged 15+ live with a disability, and national statistics show that 4% of the Canadian population aged 15+ are part of the 2SLGBTQ+ community.

**Table 1: Diversity in Markham**

Communities	Key Statistics
Ethnic Origins ²	<ul style="list-style-type: none"> • 77.9% of the population is composed of racialized communities (including 45.1% Chinese, 17.8% South Asian, 2.9% Black, and 2.7% Filipino) • Of the total population: <ul style="list-style-type: none"> • 73.9% Asian origins (including East, Southeast, and South Asian) • 22.2% European origins • 6.8% North American origins (non-Indigenous) • 3.3% Caribbean origins • 2.3% African origins 1.6% Latin, Central and South American origins • 0.1% Oceania origins
Indigenous ³	<ul style="list-style-type: none"> • >1% Indigenous origins
Languages ⁴	<ul style="list-style-type: none"> • 36% English • 23% Cantonese • 13% Mandarin • 5% Tamil • 2% Farsi • 2% Urdu
Newcomers ⁵	<ul style="list-style-type: none"> • 58.7% Immigrants • 39.3% Non-immigrants • 2% Non-permanent residents
Persons with Disabilities ⁶	<ul style="list-style-type: none"> • 17.5% of York Region population, 15 years of age or over (2017)
Age ⁷	<ul style="list-style-type: none"> • 19.3% youth (aged 15-29) • 15.2% seniors (aged 65+)
2SLGBTQ+ ⁸	<ul style="list-style-type: none"> • 4% of Canadian population, 15 years of age or over (national, 2018)



1.2 Foundations of the Diversity Action Plan

The Diversity Action Plan (“the Plan”) is a community-oriented strategy that addresses diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination in all City efforts. It is a lens against which City decision making, policies, programs, services, and amenities need to be reviewed. The Plan has been designed to reflect the experiences and needs of the City’s diverse communities. It also builds upon foundations the City has made over time, while creating a pathway for ongoing actions to guide us as a City in our journey toward increased equity, inclusion, and social cohesion.

The City of Markham’s original Diversity Action Plan- *Everyone Welcome* (2010 – 2019)⁹ was a transformational action plan based on extensive community consultations that supported the process of cultural change in the City. In 2018, Council endorsed the *City of Markham Inclusion Charter* and was a signatory to the *Inclusion Charter for York Region* - a community initiative that brought together a range of entities with a shared commitment to create an inclusive environment with equality for all who work, live and play in the region.¹⁰

The Plan has been intentionally developed as a living document that will grow alongside City priorities, adapting to fit evolving City and community needs. The symbolism of a tree has been chosen to represent the evergreen nature of the Plan. Much like a tree, our success in creating equitable outcomes for our community requires the right conditions for growth- the ability to adapt to an ever-changing climate, strong roots and constant growth. Mirroring how a tree sheds leaves and grows fruit, the tree is a strong and apt metaphor for change, and we are supporting and fostering change for our community in a purposeful and meaningful way.

The Plan is anchored in the vision of the Coalition of Inclusive Municipalities, of which the City of Markham has been a signatory since 2009. The Coalition invites all Canadian municipalities to take concrete steps to build societies free from barriers where everyone has equal opportunities to participate in economic, political, social, cultural and recreational life and to reach their full potential.¹¹ The Plan is also anchored in the City’s strategic plan - *Building Markham’s Future Together* (2020 – 2023).¹² The themes, goals, recommended actions and key performance indicators of the Plan are anchored within the four pillars of the City’s strategic plan to ensure the integration, accountability and longevity of the Plan. The four pillars of the City’s strategic plan include: exceptional services by exceptional people; an engaged, diverse, thriving and vibrant city; safe, a sustainable and complete community; and stewardship of money and resources.

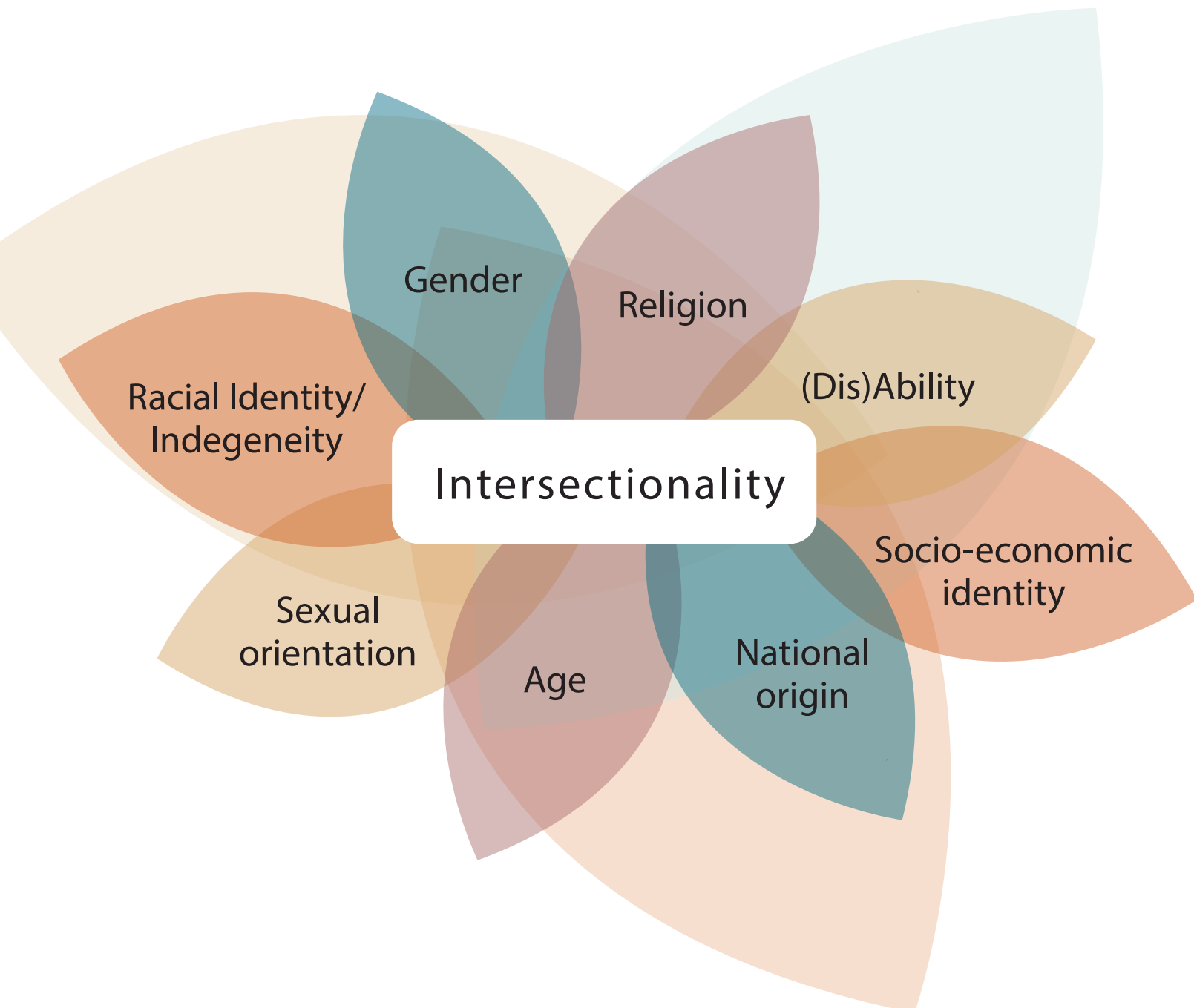
The Plan rests on shared and user-friendly language to promote accessibility, as well as the use of key performance indicators for ongoing tracking and monitoring of progress of actions. Definitions of key words are included in the appendix.





The concept of intersectionality is embedded throughout the Plan. Recognizing individuals in all their diversity, including their many and intersecting forms of identity related to abilities, ages, citizenships, ethnicities, gender identities and expressions, races, religions, sexual orientations and expressions, socio-economic differences, and others is necessary for supporting all individuals and ensuring that everyone can be their authentic selves.

The Diversity Action Plan complements many of the City's existing strategic plans including, but not limited to, [Markham's Older Adult Strategy](#), [Integrated Leisure Master Plan](#), [Digital Markham Strategy](#), [Greenprint Sustainability Plan](#), Markham Public Library Strategy, [Affordable and Rental Housing Strategy](#), [Public Arts Master Plan](#), and Public Realm Strategy.



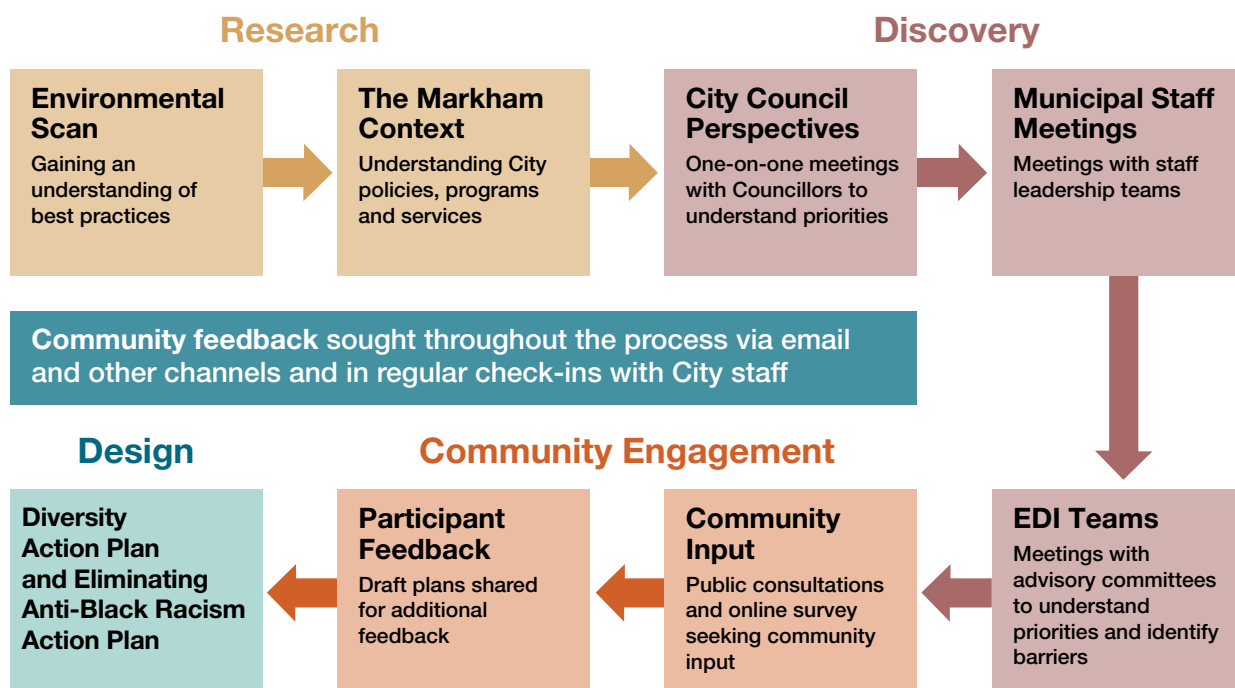


1.3 Developing the Diversity Action Plan

The Plan is based on City-wide consultations and a survey to understand first-hand what individuals, families, and communities want and need in order to ensure that Markham is a welcoming and inclusive place to live, where everyone feels a sense of belonging and can live their life free from the barriers of racism, discrimination, access and stereotyping.

A multi-pronged approach to seeking feedback was developed where we gained an understanding of community priorities and perspectives, as well as the priorities and perspectives of City staff. A number of mechanisms were put in place during the Fall 2021 consultation process to ensure accessibility and safe spaces for all individuals and communities to share ideas.

The below diagram shows the consultations undertaken:





Results from the community survey¹³ show that, generally, many individuals have a positive view of the City's provision of inclusive and accessible services as well as its awareness-raising of diversity, equity, and inclusion:

Figure 1: City services are inclusive

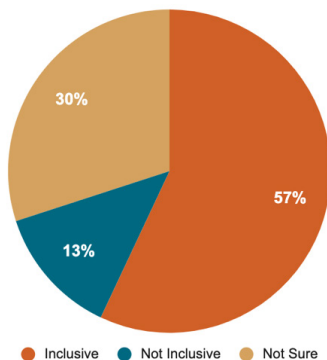
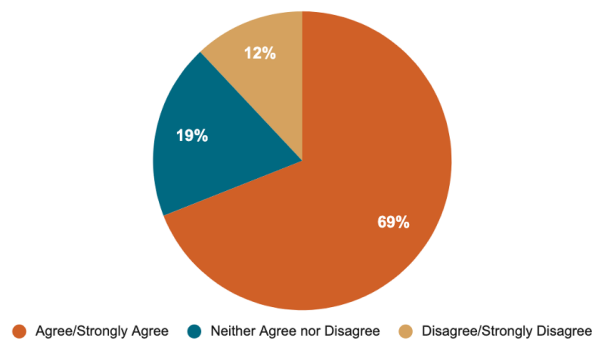


Figure 2: The City has made efforts to promote awareness of diversity, equity, and inclusion in the community



While Markham has many strengths, there are also opportunities for improvement. The survey results also indicate that equity-deserving communities in Markham require more support to ensure everyone feels heard and welcome.

Figure 3: The City provides opportunities to share ideas

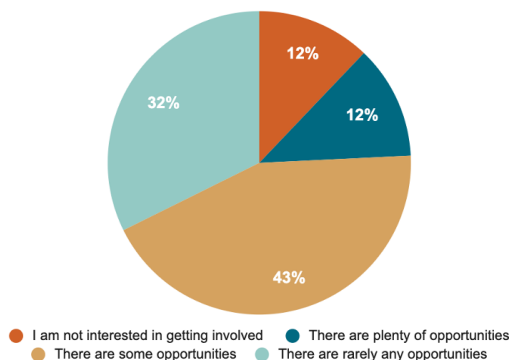
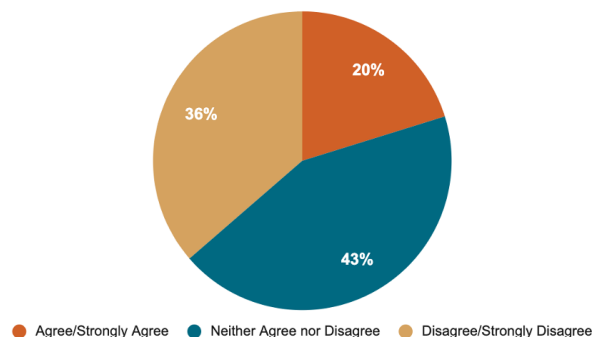


Figure 4: I feel that my opinions are heard and reflected in the City's policies



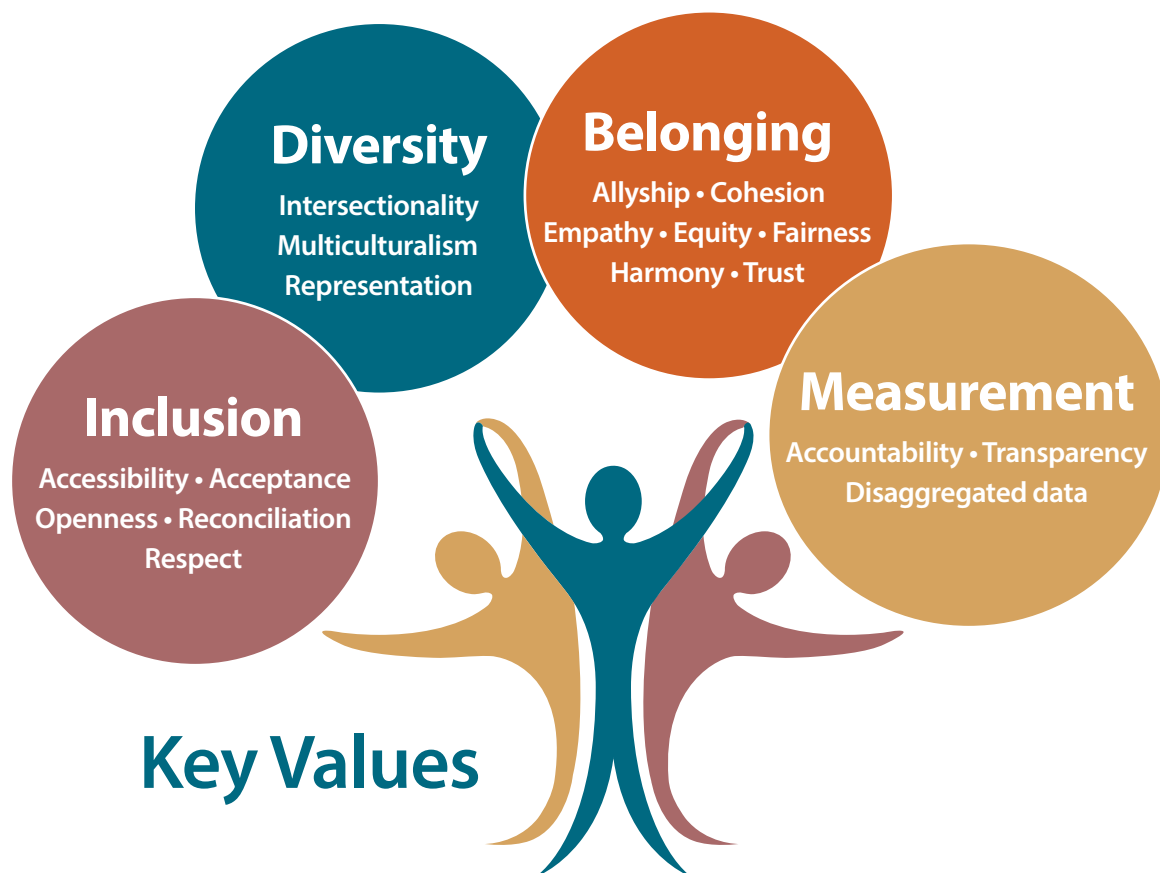
The Plan is process focused, embedding diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination in all existing and new City efforts. The shared values and guiding principles are driven by community feedback and will inform decision-making across the City, and can also be drawn upon by communities when engaging each other.



2. Diversity Action Plan

Our Shared Values

An equitable and inclusive City starts with a set of shared values that City Councillors and staff use when making decisions and that all residents can rely on when engaging with each other. A common set of values is needed to make sure that everyone feels welcome and heard in Markham. During the consultation process, Markham residents highlighted the key values that are central to City decision-making and interactions among individuals and communities. The shared values are in groupings of diversity, inclusion, belonging and measurement.



Diversity

- **Intersectionality** - Coined by Kimberlé Crenshaw, who stated that intersectionality denotes “the various ways in which race and gender interact to shape the multiple dimensions of Black women’s employment experiences.”¹⁴ When applied more broadly, intersectionality refers to overlapping and intersecting forms of inequality, often creating unique experiences.
- **Multiculturalism** - the coexistence of diverse groups, including individuals from different racial, ethnic, religious, or cultural backgrounds.¹⁵
- **Representation** - recognizing and including the voices, perspectives, and opinions of individuals from different abilities, ages, citizenships, ethnicities, gender identities and expressions, races, religions, sexual orientations and expressions, socio-economic differences, and others.



Inclusion

- **Accessibility** - the design of products, devices, services, and environments that are inclusive for people with disabilities.¹⁶
- **Acceptance** - recognizing and understanding that each individual is unique - moving beyond "tolerance," acceptance embraces diversity and difference related to abilities, ages, citizenships, ethnicities, gender identities and expressions, races, religions, sexual orientations and expressions, socio-economic differences, and others.¹⁷
- **Openness** - a willingness to accept and embrace new ideas, perspectives, and experiences.
- **Reconciliation** - Indigenous Peoples and non-Indigenous Peoples coming together to build trust, repair the damages of colonialism, develop reparations, and take action to achieve societal change.¹⁸
- **Respect** - when individuals and their perspectives are valued and individuals can be their whole, authentic selves without fear of discrimination or harassment.¹⁹



Belonging

- **Allyship** - an ongoing process and commitment in which a person in a position of privilege and power operates in solidarity with a marginalized group. It is the act of continuously acknowledging privilege and supporting marginalized communities.²⁰
- **Cohesion** - connectedness and solidarity among members of the community.²¹
- **Empathy** - the ability to listen and understand another person's perspectives and emotions without judgement and to identify with what another person is feeling.²²
- **Equity** - unlike equality that treats everyone the same, equity recognizes the diverse needs of individuals/groups and honours and accommodates these specific needs to ensure that everyone is able participate, perform, and engage to the same extent.²³
- **Fairness** - treatment and opportunities free from bias and discrimination.
- **Harmony** - where all individuals and communities live together peacefully.
- **Trust** - safe and respectful relationships and environments.

Measurement

- **Accountability** - taking responsibility for actions, commitments, and decisions, especially those affecting members of the community.
- **Transparency** - ensuring that actions, commitments, and decision-making processes are understandable and accessible to all members of the community.
- **Disaggregated Data** - Data that is broken down to analyze different demographic groups. An example of this would be analyzing data on service usage by age, disability, gender, ethnicity, race, religion, ethnicity, disability, or other factors.



Guiding Principles

While the City's activities may change over time as the needs of its communities evolve, it is intended that City activities remain grounded in the following guiding principles arising from the community consultations. The guiding principles are the City's overarching goals and commitments that we aim to achieve when we take action for diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination.

The City of Markham's guiding principles are to:

- Uphold the City's efforts and ongoing commitment to **Truth and Reconciliation** and ensure accountability in efforts and actions. (Key values: Accountability, Equity, Inclusion, Reconciliation, Respect, Trust)
- Build **connections among communities and individuals**, and encourage them to stand up for and support each other. (Key values: Accessibility, Allyship, Cohesion, Empathy, Equity, Fairness, Inclusion, Openness, Reconciliation, Trust)
- Ensure people feel like **they belong in the City**. This includes ensuring inclusive and equitable distribution of, and access to, services and inclusive communications that engage everyone in the City. (Key values: Accessibility, Equity, Fairness, Harmony, Inclusion, Reconciliation, Trust)
- Increase **representation of diverse and equity-deserving groups** in all City initiatives. Ensure that the people who work for the City are reflective of the people who live in Markham, and that City initiatives include people of all backgrounds, especially of equity-deserving groups. (Key values: Diversity, Multiculturalism, Representation)
- Promote **strong relationships with partners** across the City and beyond. Ensure the City shares what they are doing, listens to what others have to say, and helps people to understand what it means to be diverse, equitable, inclusive, and accessible. (Key values: Accessibility, Fairness, Inclusion, Representation, Reconciliation, Trust)
- Promote **openness, honesty, and accountability** in what the City does. Collect information and disaggregated data on people's diverse experiences to understand what is working well and what needs to change. (Key values: Accountability, Transparency)

Guiding Principles





2.1 PILLAR 1: Exceptional Services by Exceptional People

"We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment."

THEME 1 : Service Inclusion and Accessibility

The community shared the need for all in-person and online services to be equitable, inclusive, and accessible for all individuals and communities. This means making sure that services are affordable, welcoming, and located evenly across the City. This also means regularly reviewing services, policies, and programs to make sure they uphold the City's shared values.

Goals

1. Ensure City services are accessible, affordable, equitable, and inclusive of all Markham residents.
2. Ensure a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens is applied to the design, delivery, and evaluation of City-wide policies and services.

Key Performance Indicators

- Reduced barriers to service usage and accessibility and increased usage of services by all communities, with a focus on equity-deserving groups.
- Increased satisfaction with City-wide services, including accessibility, affordability, awareness, and location.

Recommended Actions
<ul style="list-style-type: none"> • Embed diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination in all services, including: <ul style="list-style-type: none"> • Reviewing service location and affordability • Implementing standard accessibility requirements in all physical and virtual services • Offering services in many languages • Enhancing awareness and knowledge by providing ongoing training for Council members and their staff, employees at all levels, volunteers, and contractors on diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination and ensuring staff uphold key values
<ul style="list-style-type: none"> • Develop a policy on diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination, and review City-wide policies, services, and programs to ensure they are inclusive by: <ul style="list-style-type: none"> • Conducting regular service gap analyses using disaggregated data to better understand barriers to service access and usage
<ul style="list-style-type: none"> • Promote and enhance regional and community partnerships to support: <ul style="list-style-type: none"> • Mental health (and eliminate stigma associated with seeking support) • Families with accessibility needs, including those with neurodiverse disabilities • Childcare, including for children with accessibility needs



THEME 2 : Community Engagement and Ongoing Communication

The need for ongoing, open dialogue and communication between communities and the City was an important theme. This means having communication in the many languages represented in Markham, using multiple methods to communicate with communities, and sharing City initiatives. It also means providing communities with opportunities to share input and feedback on City initiatives and ensuring that the City actively follows up on their feedback.

Goals

1. Improve opportunities for community input and feedback on City initiatives.
2. Provide proactive communications using a variety of channels and languages.
3. Increase information-sharing on policies, programs, initiatives, and events.

Key Performance Indicators

- Increased opportunities for input in City-wide policies and programs.
- Increased satisfaction regarding accessibility, languages, and channels used for communications.
- Increased awareness and knowledge of City-wide services, policies, and programs.

Recommended Actions

- **Seek regular and ongoing input and feedback from communities. This includes:**
 - Using many methods to seek community input and feedback, such as consultations and surveys, as well as engaging local organizations, ambassadors, and leaders
 - Creating a sense of safety and openness for all community members to share their thoughts
 - Monitoring levels of community engagement, particularly for equity-deserving groups, using disaggregated data
 - Creating a central system to hear community concerns, including reporting accessibility issues in physical spaces, and strengthening City follow-up to community concerns
- **Apply a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens to City communications. This includes:**
 - Developing a language and translation policy
 - Providing proactive messaging to engage communities using many channels (newsletters, messaging apps, neighbourhood hubs, and others) and using inclusive images that feature diverse individuals and communities
 - Providing opportunities for individuals and communities to learn about City regulations, services, and supports for specific communities. Developing standard methods for sharing general and community-specific services
 - Developing shared messaging on diversity, equity, inclusion, and accessibility
 - Highlighting community initiatives in City communications
 - Ensuring Markham's website, app, and other communication methods use plain language and are user friendly, accessible, and AODA compliant
- **Increase digital literacy and access multilingual affordable technology (including through subsidies, sliding scales, and access to other financial supports)**



THEME 3 : Attracting, Developing, Promoting and Retaining Diverse Talent

Communities shared the importance of diverse groups being able to apply for City jobs and be represented in leadership roles. This means removing barriers in recruitment, hiring, development and promotion, with a focus on equity-deserving individuals and communities. This also means ensuring the retention of staff and that strategies are developed to foster inclusive workplaces where everyone feels welcome.

Goals

1. Enhance diverse representation and ensure City staff reflect the diversity of the communities they serve.
2. Ensure a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens is applied to outreach and talent attraction, learning and development, employee engagement and retention, and succession planning.
3. Promote an inclusive work environment for all City staff.

Key Performance Indicators

- Increased diverse representation among staff, particularly among those from equity-deserving groups, in different positions, including leadership roles.
- Diverse staff show high engagement rates and report feelings of inclusion.
- Increased retention rates among staff, particularly those from equity-deserving groups.

Recommended Actions

- **Monitor the representation of diverse and equity-deserving staff in different City positions. Reduce barriers and develop inclusive strategies for recruitment, hiring, development, retention, promotion, and succession of individuals in all their diversity, with a focus on equity-deserving individuals. This includes:**
 - Conducting an employee census and a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination
 - Conducting an audit of HR practices
 - Eliminating biases in City recruitment and hiring, and ensuring City-wide consistency
 - Undertaking broad recruitment outreach
 - Providing professional development and mentorship opportunities, training in soft and hard skills, and transparency in promotion opportunities among equity-deserving staff
 - Enhancing transparency around salaries
- **Promote inclusive workplaces where all staff feel welcome, including:**
 - Enhancing accommodation policies, family, and childcare policies
 - Strengthening respectful workplace policies, including anti-harassment and anti-discrimination policies and others
 - Enhancing policies and programs related to holiday and observance practices
 - Ensuring that dietary and other religious considerations are respected
 - Promoting mutual respect between customers and staff
- **Engage youth, particularly from equity-deserving communities, in the talent pipeline through outreach to schools, supporting work integrated learning programs, and providing employment opportunities.**



2.2 PILLAR 2: Engaged, Diverse, Vibrant and Thriving City

"We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy by proactively working to attract investment in our community—we effectively manage change to meet future needs."

THEME 4 : Social Cohesion and Allyship

Markham has many services and programs, and it is important that everyone feels welcome when accessing and using them. We heard the need to promote connection and harmony between communities and the importance of having shared understandings of diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination. Communities also expressed the need for more opportunities for everyone to learn from one another, as well as respect and celebrate each other.

Goals

1. Enhance engagement and allyship among communities.
2. Promote City-wide understanding of diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination.
3. Enhance opportunities to celebrate the City's diversity where everyone feels welcome to participate.

Key Performance Indicators

- Increased engagement and feelings of respect and support among communities.
- Increased community feelings of belonging and common understandings of diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination.
- Increased satisfaction in opportunities to celebrate culture and diversity.

Recommended Actions
<ul style="list-style-type: none"> • Encourage communities to support one another through allyship by: <ul style="list-style-type: none"> • Facilitating storytelling and engagement among communities (e.g., interfaith engagement, engagement between seniors and youth, etc.) • Facilitating opportunities for communities to discuss specific community issues and priorities
<ul style="list-style-type: none"> • Build on and improve partnerships with community organizations, with a focus on those that support equity-deserving communities.
<ul style="list-style-type: none"> • Increase opportunities for individuals in all their diversity to volunteer and get involved in City initiatives, advisory committees, and other activities.
<ul style="list-style-type: none"> • Provide ongoing education and awareness of both historical discrimination and current experiences and learnings related to diversity, equity, inclusion, accessibility, anti-racism, anti-discrimination with local libraries and cultural centres, and in partnership with organizations and schools.
Provide more frequent cultural and community celebrations where everyone is encouraged to participate
Leverage local libraries, museums, cultural centres, organizations, and schools to host celebrations



THEME 5 : Inclusive Leisure Facilities and Services

Communities shared the need for diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination to be woven into the design and delivery of leisure programs (including arts and culture, recreation, sports, libraries, playgrounds, parks, and trails). This means making sure that programs are affordable, available throughout the City, and accommodate people's different needs and preferences. We also heard the importance of including local artists, designers, and planners in City planning and design to ensure City spaces reflect the diverse communities of Markham.

Goals

1. Provide a variety of leisure services to meet the needs and preferences of all communities.
2. Ensure leisure spaces and programs are accessible, affordable, and inclusive in their design and delivery.
3. Ensure public spaces reflect the rich art and culture of different communities.

Key Performance Indicators

- Increased options for leisure services for people of different abilities, ages, ethnic backgrounds, genders, and other identities.
- Increased satisfaction in accessibility, affordability, and location of leisure services.
- Increased participation of diverse artists and support for local vendors in City design and events.

Recommended Actions
<ul style="list-style-type: none"> • Review existing and emerging leisure services and programs activities to: <ul style="list-style-type: none"> • Ensure affordability (subsidies, sliding scales, sharing existing supports) • Ensure equitable distribution of program locations • Identify specific programming where needed to meet the needs of diverse communities and people of different ages, abilities, genders, and others • Ensure community centres and facilities include accessibility features • Ensure diverse options in leisure programming • Ensure all leisure program providers are trained on diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination • Identify benchmarking and auditing processes to determine if leisure services are inclusive of diverse communities
<ul style="list-style-type: none"> • Engage local and diverse artists, designers, and planners in the design of public spaces and in City celebrations, including: <p>Ensuring that public art visually reflects diverse communities</p> <ul style="list-style-type: none"> • Ensuring public art and green spaces provide opportunities for individuals to learn about local history, art, and culture



THEME 6 : Inclusive Entrepreneurship and Business Development

Entrepreneurs and business owners shared a need for diverse marketplaces where all businesses feel welcome. We also heard the need for entrepreneurship and small business programs to apply a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens to programs, and for entrepreneurial programs to support equity-deserving entrepreneurs. Transparency in available funding for entrepreneurs and small businesses is needed for greater equity within the community.

Goals

1. Support all entrepreneurs and business owners in Markham to start and grow their businesses.
2. Provide inclusive opportunities and programs to support entrepreneurs in need.
3. Enhance awareness of existing support and funding opportunities.

Key Performance Indicators

- Enhanced growth and success of entrepreneurs and business owners, particularly from equity-deserving groups.
- Improved satisfaction in programs supporting entrepreneurs and small businesses.
- Increased promotion and awareness of existing City supports.



Recommended Actions

- **Provide funding for entrepreneurs and business owners from equity-deserving groups and share information on existing small business and entrepreneurship support and funding.**
- **Support entrepreneurs and business owners from equity-deserving groups, including:**
 - Developing a directory of businesses owned by diverse and equity-deserving groups
 - Providing opportunities for businesses, suppliers, entrepreneurs, and support agencies to connect
 - Engaging diverse small business associations
 - Providing mentorship, sponsorship, and programming to support entrepreneurs and business owners from equity deserving entrepreneurs and monitoring the participation of diverse entrepreneurs in programs using disaggregated data
 - Supporting marketplaces and business improvement areas (BIAs) where all vendors feel welcome



2.3 PILLAR 3: Safe, Sustainable and Complete Community

"We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services."

THEME 7 : Affordable, Accessible and Equitable Transportation, Housing, Planning and Urban Design

Communities shared the importance of affordable and diverse housing options that meet their needs and of zoning and bylaws to support different types of housing. We also heard the importance of building complete communities connected through different transportation options, where transportation and housing are developed together. Many shared the importance of ensuring planning processes apply a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens in developing infrastructure.

Goals

1. Support the availability of varied and affordable housing options to meet the needs of different cultural communities, family types, ages, and abilities.
2. Support and provide affordable, widely available, and accessible transportation options to meet the needs of all communities.
3. Apply a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens to bylaws, infrastructure, and planning efforts to foster complete communities.

Key Performance Indicators

- Increased availability, affordability, accessibility, and variety of housing.
- Increased availability, affordability, accessibility, and variety of transportation.
- Increased satisfaction with City planning efforts.





Recommended Actions

- **Partner with public sector, private sector, and community organizations to offer a variety of housing options, including condos, bungalows, multigenerational housing, hospice, housing with wheelchair accessibility, and others.**
 - Ensure City bylaws and zoning support diverse options
 - Make information on policies and bylaws widely available
- **Develop strategies for supporting unhoused populations.**
- **Ensure that transportation supports connections between communities and is widely available and more frequent across the City and between rural and urban areas. Build transportation routes near City services, programs, amenities, affordable housing, subdivisions, and others.**
 - Collect disaggregated data on housing and transportation needs
 - Support efforts to ensure that affordable housing and transportation strategies are aligned
- **Apply a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens to planning processes.**
 - Ensure diverse community perspectives are included in developing and implementing sustainability, green, and climate change strategies
- **Embed accessibility in public spaces, parks, playgrounds, and trail design guidelines, policies, and practices.**
 - Consider lighting, signage, seating and rest points, paved ground, inclusive washrooms, and others
 - Enhance seasonal walkability, bike-ability, and movement within the City, including providing additional time for pedestrian crosswalks and ensuring sidewalks are wide and paved for accessibility





THEME 8 : Community Safety, Awareness and Education

The City of Markham is specifically responsible for Fire and Emergency Management Services. The City can ensure bias-free Fire Services and be proactive in engaging diverse communities. The City can also collaborate with York Region emergency services (York Regional Police and Emergency Medical Services) and share learnings. We heard the importance of City leaders continuing to take proactive steps to speak openly against all forms of discrimination and promoting feelings of respect within the City.

Goals

1. Apply a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens to Fire and Emergency Services, including education and prevention.
2. Ensure that City Councillors and City Staff are proactive in supporting local, regional, national and global initiatives that will support the City's goals for diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination.
3. Promote common courtesy and enforce bylaw regulations.

Key Performance Indicators

- Fire and emergency service providers are reflective of diverse communities and there is increased provision of bias-free Fire and Emergency Services.
- Increased sense of safety among Markham residents and feeling of being supported by City Councillors, staff, and Fire and Emergency Service providers.
- Increased awareness of City regulations and bylaws.

Recommended Actions	
<ul style="list-style-type: none"> • Review Fire Service policies, programs, and services through a diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination lens. <ul style="list-style-type: none"> • Enhance inclusion in service provision, youth engagement through mentorship, and prevention programs for diverse communities • Ensure Fire staff are trained on bias awareness service provisions 	
<ul style="list-style-type: none"> • Collaborate with regional emergency service providers and share learnings and promising practices for diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination in emergency services. 	
<ul style="list-style-type: none"> • Ensure City Council and staff proactively address incidents of racism, discrimination, and hate that occurs locally, regionally, nationally, and globally, and upholds the City's key values in the midst of global issues. 	
<ul style="list-style-type: none"> • Promote common courtesy and bylaw adherence, including increasing knowledge of regulations and promoting bias-free enforcement. 	



2.4 PILLAR 4: Stewardship of Money and Resources

"We demonstrate exceptional leadership using sound, transparent and responsible fiscal and resource management and policy development to mitigate risks while enabling efficient and effective service delivery."

THEME 9 : Inclusive Resource Management and Financial Transparency

Community feedback identified the importance of providing dedicated resources to support diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination efforts, as well as ensuring that resources are distributed equitably across initiatives. It is important for the City to be transparent in sharing financial information.

Goals

1. Provide City resources and budgeting to support enhanced diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination efforts.
2. Promote awareness of City resource management and allocations among Markham residents.
3. Ensure City resource allocation reflects the priorities of diverse communities.

Key Performance Indicators

- Increased City resources for diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination initiatives.
- Increased awareness of resource management and transparency.
- Equitable distribution of resources across City initiatives.

Recommended Actions
<ul style="list-style-type: none"> • Apply a diversity, equity, inclusion, accessibility, anti-racism and anti-discrimination lens to resourcing, including: <ul style="list-style-type: none"> • Ensuring dedicated staff/City personnel with expertise are in place to support initiatives • Ensuring an equitable allocation of City budget to support diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination initiatives and across programs and services • Developing procurement strategies to support diverse and equity-deserving vendors including partnering with organizations/councils supporting diverse supplier networks
<ul style="list-style-type: none"> • Ensure transparency of City resource management and promote awareness of existing financial support for communities.

Markham's
Plan to **Eliminate**
ANTI-BLACK RACISM



Draft - April 2022





1. Introduction

The City of Markham is committed to supporting the African, African-Canadian, Afro-Caribbean, Black, Caribbean, and others (from here forward referred to as “the Black community”) and taking proactive and ongoing steps to eliminate all forms of anti-Black racism. Listening and learning is an ongoing effort and must be combined with concrete actions. The Eliminating Anti-Black Racism Strategy is the City’s commitment to prioritizing issues facing the Black community, reducing barriers to participation in City services and programs, and providing a welcoming and inclusive environment for all Black individuals.

The Eliminating Anti-Black Racism Action Plan builds on many of the City’s existing efforts to combat anti-Black racism, including the actions proposed in the City’s Anti-Black Racism Strategy, and supports the Black community in Markham. The City’s Anti-Black Racism Strategy outlines overarching priorities for combating anti-Black racism that the City will continue to strive toward, and the Eliminating Anti-Black Racism Action Plan builds upon these initial priorities and proposes complementary and supporting actions. The Eliminating Anti-Black Racism Action Plan also complements the City’s eLearning module *Let’s Talk About Racism: An Introduction to Anti-Black Racism*, which aims to educate staff and community members on anti-Black racism and its impacts. As part of the City’s anti-Black Racism Strategy, the City appointed a Special Advisor (Mary Anne Chambers) to provide advice and guidance on measures to address anti-Black racism, launched the Mayor’s Black Youth Liaison Committee, and continues to engage with the Race Relations Committee and other members of the Black community to foster and facilitate meaningful dialogues and develop community-oriented strategies to combat anti-Black racism.

These initiatives will continue to complement the actions proposed in the Eliminating Anti-Black Racism Action Plan, and the City will continue to work alongside the Black community to ensure that all services, programs, policies, and initiatives are inclusive and equitable for the Black community.

A key component of developing the Eliminating Anti-Black Racism Action Plan was hosting a series of community consultations and a City-wide survey that centered the experiences of the Black community to understand the actions we need to take to combat anti-Black racism. Members of the Black community generously shared personal accounts of anti-Black racism, giving us insight into their experiences. They voiced the need to ensure that public spaces, City services, policies, and programs are welcoming and inclusive of Black individuals, families, and communities.





1.1 Shared Understandings

Through community feedback, we heard that addressing anti-Black racism requires a City-wide understanding and recognition of the following:

- Black individuals and communities are not all the same. Eliminating anti-Black racism must recognize intersectionality and differences within the Black community.
- Eliminating anti-Black racism must address racism at all levels: in systems, policies, and practices, and between individuals.
- Efforts should acknowledge anti-Black racism in the past, address anti-Black racism in the present, and develop long-term community solutions.
- Members of the Black community should be included in City initiatives, and the City should eliminate barriers, making it easier for them to participate and share their perspectives.
- All City spaces should be inclusive and welcoming of the Black community.

We know that we have a lot of work ahead of us, and we are committed to this work. Findings from our City-wide survey highlight that, among those surveyed, most have experienced anti-Black racism and expressed an absence of support from the community and the City:

Figure 1: I have experienced anti-Black racism

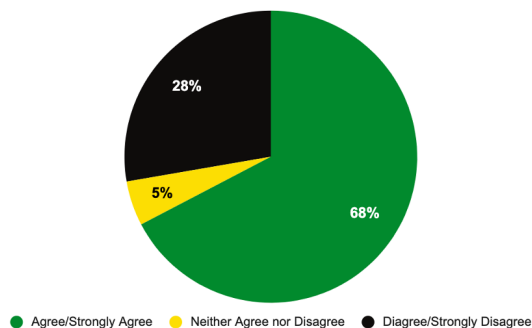


Figure 2: Other communities are allies of the Black community

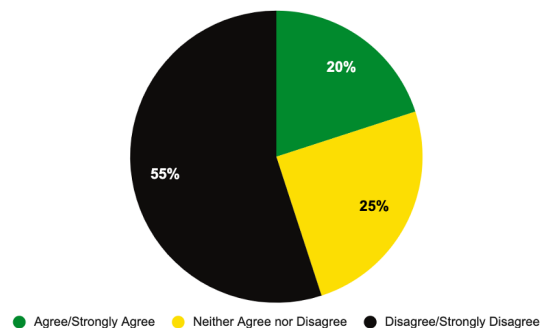


Figure 3: The City regularly seeks feedback from the Black community on policies, programs, and initiatives

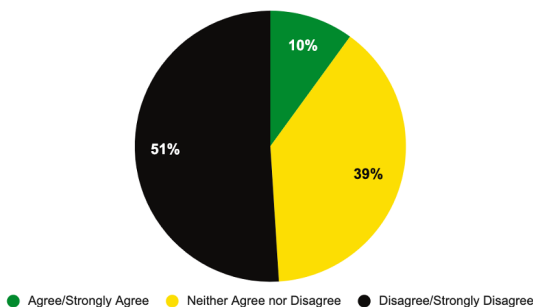
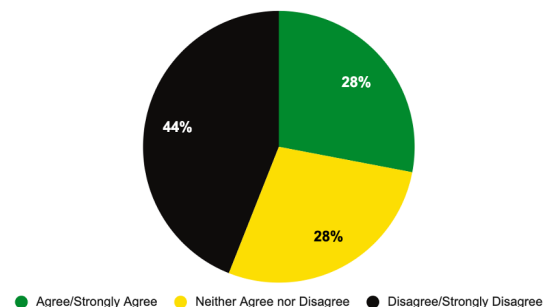


Figure 4: The City provides opportunities for all individuals to learn about Black history and culture



Using the feedback from Black community members in Markham, we have developed a strategy that prioritizes the Black community's needs. The strategy is intended to embed the needs of the Black community in City efforts, and therefore it will grow and evolve over time alongside the needs of the Black community.



1.2 PILLAR 1 – Exceptional Services by Exceptional People

"We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment."

THEME 1 : Service Inclusion and Accessibility for the Black Community

Through community feedback, we understand the importance of equitable, inclusive, and accessible services for the Black community. This includes providing services that are affordable, specific, and welcoming to the Black community.

Goals

1. Develop and expand City-wide services and policies that are accessible, affordable, equitable, and inclusive of the Black community.

Key Performance Indicators

- Reduced barriers to service usage among the Black community and increased satisfaction in service accessibility, affordability, equitability and inclusion.



Recommended Actions

- **Ensure services are affordable, accessible, inclusive, and welcoming of the Black community, including:**
 - Using disaggregated data to understand and monitor barriers to service access and participation among the Black community
 - Enhancing awareness and knowledge and providing regular training on anti-Black racism, cultural awareness, and microaggressions for Council members and their staff, employees at all levels, volunteers, and contractors
- **Develop a policy addressing anti-Black racism and review other City policies, services, and programs using an anti-Black racism lens.**



THEME 2 : Community Engagement and Ongoing Communication with the Black Community

The community shared a need for the City to regularly and meaningfully consult the Black community on City initiatives, programs, and policies. Ongoing, open dialogue and follow-up on feedback from the Black community is also important to make sure community perspectives are heard. We also heard the importance of using a variety of methods to engage the Black community, and to ensure that communications in general are inclusive of the Black community.

Goals

1. Improve ongoing, open dialogue and feedback loops between the City and the Black community.
2. Ensure City communications are targeted to the Black community and that communication efforts are inclusive and representative of the Black community.

Key Performance Indicators

- Increased frequency of dialogue between the City and the Black community and continuous follow-up.
- Increased satisfaction with City-wide communications among the Black community.

Recommended Actions
<ul style="list-style-type: none"> • Ensure the perspectives of the Black community are included in decision-making, and seek regular input and feedback on City initiatives from the Black community. <ul style="list-style-type: none"> • Use surveys, consultations, and leverage partnerships with community organizations and existing councils and committees supporting the Black community • Engage with the Black community both online and in person through gatherings at local hubs • Develop systems for reporting on anti-Black racism and following up on concerns • Ensure input and feedback from the Black community is followed up on
<ul style="list-style-type: none"> • Ensure that, when invited, City staff sit in on dialogues hosted by the Black community and make meaningful efforts to be engaged.
<ul style="list-style-type: none"> • Share City communications through channels used by the Black community, highlight initiatives hosted by the Black community, and use inclusive imagery that represents the Black community.



THEME 3 : Attracting, Developing, Promoting and Retaining Black Staff

The Black community shared the desire to see themselves reflected in City staff and service provider and leadership roles. We heard the need to develop strategies for employment opportunities that are inclusive of the Black community, including embedding an anti-Black racism lens within recruitment, hiring, development, promotion, and retention strategies. We also heard the importance of service providers, City staff, and City leaders being committed to eliminating anti-Black racism in their work.



Goals

1. Support the Black community through inclusive recruiting, hiring, developing, promoting, and retaining strategies.
2. Create inclusive working environments for all Black staff.
3. Apply an anti-Black racism lens to the work of all staff.

Key Performance Indicators

- Reduced barriers to staff and leadership positions among the Black community.
- High engagement rates and reported feelings of inclusion among staff from the Black community.
- Enhanced knowledge of anti-Black racism and commitment to supporting the Black community among all staff.

Recommended Actions

- **Reduce barriers to staff positions and develop strategies for recruiting, hiring, developing, promoting, and retaining Black staff, including:**
 - Eliminating racial bias in job postings and recruitment strategies
 - Engaging community organizations supporting the Black community in recruitment
 - Providing professional development opportunities for the Black community
 - Engaging Black youth and students in internship and employment opportunities
 - Enhancing transparency around salaries
 - Enhancing workplace inclusion and feelings of belonging



1.3 PILLAR 2 – Engaged, Diverse, Thriving and Vibrant City

"We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy by proactively working to attract investment in our community—we effectively manage change to meet future needs."

THEME 4 : Promoting Sense of Belonging for, and Allyship with, the Black Community

It is essential that the Black community feels welcome, respected, and a sense of belonging in all City spaces. We heard the importance of the City meaningfully listening to the stories and experiences of the Black community and the need to promote connections and understanding between the Black community and other communities in Markham. We heard the importance of celebrating the Black community in all its diversity, as well as raising awareness of anti-Black racism.

Goals

1. Increase City-wide awareness of anti-Black racism and its impacts.
2. Ensure allyship and mutual respect between the Black community and other communities in the City.
3. Celebrate and empower the Black community in Markham.

Key Performance Indicators

- Enhanced feelings of belonging among the Black community.
- Strengthened relationships between the Black community and other communities in Markham.
- Increased satisfaction with City educational and celebratory initiatives and events among the Black community.

Recommended Actions
<ul style="list-style-type: none"> • Host City-wide educational efforts on anti-Black racism, cultural awareness, and microaggressions using local libraries and cultural centres, and in partnership with organizations and schools.
<ul style="list-style-type: none"> • Promote opportunities for dialogue between the Black community and other communities in Markham, as well as dialogue within the Black community <ul style="list-style-type: none"> • Develop partnerships with regional and community-specific organizations to better understand the needs of the Black community.
<ul style="list-style-type: none"> • Ensure all spaces are welcoming of the Black community, and provide community-specific spaces for the Black community to get together
<ul style="list-style-type: none"> • Host events and initiatives that meaningfully incorporate and celebrate Black history, Black culture, and Black excellence with efforts for intersectional representation. Encourage all communities to participate in events hosted by the Black community.



THEME 5 : Inclusive Leisure Facilities and Services for the Black Community

We heard the importance of inclusive and welcoming leisure programs (including arts and culture, recreation, sports, libraries, parks, playgrounds, and trails) for the Black community. The importance of offering programs that are accessible, affordable, equitable, inclusive and welcoming to Black children, families, and communities was also shared. The Black community further shared the importance of including Black artists, designers, and planners in City planning and design so that City spaces reflect the Black community.

Goals

1. Ensure leisure services and programming are accessible, affordable, equitable, inclusive and welcoming of the Black community.
2. Ensure program providers reflect the Black community and are trained in anti-Black racism.
3. Ensure art and design in public spaces is inclusive and reflective of the Black community.

Key Performance Indicators

- Increased satisfaction in accessibility, affordability, and inclusiveness of leisure services and programs for the Black community.
- Provision of regular training for program providers and increased knowledge of anti-Black racism among program providers.
- Regular engagement of local Black artists and vendors in City design and events.

Recommended Actions

- **Review leisure services using an anti-Black racism lens, including:**
 - Providing subsidies, sliding scales, and financial support, and increase awareness of existing supports, for leisure services and programs for individuals and Black families
 - Providing leisure programs specific to the Black community, where possible
 - Promoting a sense of belonging in leisure services among the Black community
 - Continuously reviewing leisure provisions to ensure they are equitable, affordable, accessible, and inclusive of the Black community
 - Providing training on anti-Black racism, cultural awareness, microaggressions and unconscious bias for leisure service providers
- **Engage local Black creatives, designers, artists, and urban planners in the design and aesthetic of public spaces.**



THEME 6 : Entrepreneurship and Business Supports for the Black Community

Community feedback highlighted the need for existing programs to support Black business owners and Black entrepreneurs in all their diversity. This includes ensuring that an anti-Black racism lens is applied to entrepreneurship and business support efforts. Community feedback also highlighted the need for financial support for Black businesses and entrepreneurs, as well as sharing existing grants and opportunities to strengthen Black business and entrepreneurial communities.

Goals

1. Ensure that Black business owners and entrepreneurs are supported and able to thrive.
2. Provide inclusive programs and opportunities to support Black entrepreneurs and business owners.
3. Provide funding for Black entrepreneurs and business owners and enhance awareness of existing supports.



Key Performance Indicators

- Enhanced growth and successes of Black entrepreneurs and businesses owned by Black people.
- Increased satisfaction with entrepreneurship and small business support among the Black community.
- Increased funding for Black entrepreneurs and business owners and enhanced awareness of financial supports.

Recommended Actions

- **Support Black entrepreneurs and Black business owners by:**
 - Supporting business hubs for Black entrepreneurs and business owners and diverse marketplaces where the Black community feels welcome to establish shops and sell goods
 - Promoting awareness of Black-owned businesses, including providing business directories highlighting Black-owned businesses
 - Providing specific programming, internship, mentorship, and sponsorship opportunities for Black entrepreneurs, Black business owners, and Black youth
 - Providing specific funding opportunities for Black business owners and entrepreneurs and sharing existing grants and supports



1.4 PILLAR 3 – Safe, Sustainable and Complete Community

"We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services."

THEME 7 : Affordable, Accessible and Equitable Transportation, Housing, Planning and Urban Design for the Black Community

The Black community shared the importance of housing and transportation that is affordable, accessible, and meets the needs of the community. City-wide planning efforts should include an anti-Black racism lens and ensure that barriers to affordable housing and transportation for the Black community are reduced.



Goals

1. Ensure availability of varied and affordable housing options to meet the needs of the Black community.
2. Ensure affordable, widely available, and accessible transportation to meet the needs of the Black community.
3. Apply an anti-Black racism lens to planning and ensure that planning is intentional in incorporating the input and needs of the Black community.

Key Performance Indicators

- Reduced barriers to availability of varied and affordable housing for the Black community.
- Reduced barriers to affordable, widely available, and accessible transportation among the Black community.
- Increased satisfaction with City-wide planning among the Black community.

Recommended Actions
<ul style="list-style-type: none"> • Partner with public, private, and community organizations supporting the Black community to develop affordable and varied housing options for the Black community near City amenities.
<ul style="list-style-type: none"> • Identify gaps in public transportation use among the Black community, ensure that public transportation is available and affordable for the Black community, and ensure that housing and transportation strategies align.



THEME 8 : Safety for the Black Community

The City of Markham is specifically responsible for Fire and Emergency Management Services. It is vital that the Black community feel safe when accessing services, programs, and public spaces. Community feedback highlighted the importance of the City speaking openly against anti-Black racism, of emergency service providers supporting the Black community, of emergency service provisions being free from bias, and of ensuring that the Black community is safe in the City.

Goals

1. Ensure that the Black community feels safe and secure in the City.
2. Apply an anti-Black racism lens to Fire and emergency service provisions.

Key Performance Indicators

- Increased feelings of safety among the Black community.
- Increased representation of the Black community in emergency service provisions and increased ongoing efforts to support and engage the Black community.



Recommended Actions

- **City Council and staff proactively address incidents of anti-Black racism that happen locally, regionally, nationally, and globally**
- **Apply an anti-Black Racism lens to the City's Fire and Emergency Service provisions, including:**
 - Providing opportunities for Black youth to engage with Fire Services through workshops, mentorship, internships, prevention awareness, and others
 - Collaborating with regional emergency service providers and the York Regional Police to share promising practices for bias-free services and elimination of anti-Black racism
 - Developing a strategy for recruiting, hiring, developing, promoting, and retaining Black individuals within Fire Services



1.5 PILLAR 4 – Stewardship of Money and Resources

"We demonstrate exceptional leadership using sound, transparent and responsible fiscal and resource management and policy development to mitigate risks while enabling efficient and effective service delivery."

THEME 9 : Resource Allocation for Addressing Anti-Black Racism

Community feedback highlighted the need for resources to be allocated to support the Black community and address anti-Black racism, and for greater transparency in equitable resource allocation.

Goals

1. Allocate resources to the Black community and to efforts to eliminate anti-Black racism.
2. Support Black vendors and service providers.

Key Performance Indicators

- Funding is earmarked for efforts to eliminate anti-Black racism and for Black vendors.
- Transparent and appropriate budget allocations are increased.



Recommended Actions

- **Apply an anti-Black racism lens to resourcing, including:**
 - Ensuring dedicated staff/City personnel with expertise are in place to support initiatives to support the Black community and eliminate anti-Black racism
 - Ensuring an equitable allocation of City budget to support initiatives to eliminate anti-Black racism across programs and services
 - Developing procurement strategies to support Black vendors including partnering with organizations/ councils supporting Black-specific supplier networks
- **Ensure transparency of City resource management and promote awareness of existing financial support for the Black community.**



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26. Sample size: 67