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To: "Direct to Mayor and Council - DL"

Date: 4/27/2026 3:04:28 PM

Subject: Memo – Anti-Black Racism and Cultural Redress Framework and Action Plan (ABRCR) - RTS 14854

Attachments: ACCS - GM - Memo (Council) - Anti-Black Racism and Cultural Redress Framework and Action Plan (ABRCR) - RTS 14854 (2026-04-27).pdf

Dear Mayor and Council,

Please see the attached "Anti-Black Racism and Cultural Redress (ABRCR) Framework and Action Plan" memo. This memo provides an update on the City's work to address anti-Black racism and advance cultural redress for Black and African Diaspora communities, in response to Council's [direction](#) arising from the *Addressing Anti-Black Racism and Historic Discrimination: Interim Report*.

A summary of the key points in the memo are as follows:

- Anti-Black racism continues to manifest through historical legacies, ongoing systemic barriers, and lived experiences of community members, as well as through City policies, planning processes, and service delivery.
- The framework complements broader Citywide equity and anti-racism initiatives, while recognizing the need for distinct, community-specific approaches.
- The renewed ABRCR Framework sets out three goals focused on Redress, Culture and Heritage; Community Wellbeing; and Institutional Learning and Accountability.
- To advance the framework, 13 priority actions for 2026 to early 2027 are proposed, spanning areas including historical redress, cultural expression, Hogan's Alley commitments, inclusive spaces and housing, economic support, internal learning, as well as inclusive engagement and communications.
- The Action Plan was informed by the 2022 Interim Report, sustained engagement with the Anti-Black Racism and Cultural Redress Community Advisory Committee, and cross departmental collaboration.
- Implementation will focus on sharing the renewed Framework and Action Plan with City staff, public partners and Black-led and Black serving community organizations, concluding the Advisory Committee's mandate, and continuing to deliver on progress over the 2026–2027 period.

If you have any further questions, please email me directly and I will provide a response through the weekly Q&A.

Thank you,
Margaret

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The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish,

and Tseil-Waututh Peoples

MEMORANDUM

April 27, 2026

TO: Mayor & Council

CC: Donny van Dyk, City Manager
Armin Amrolia, Deputy City Manager
Karen Levitt, Deputy City Manager
Sandra Singh, Deputy City Manager
Katrina Leckovic, City Clerk
Lon LaClaire, General Manager, Engineering Services
Steve Jackson, General Manager, Vancouver Board of Parks and Recreation
Andrew Naklicki, General Manager, Human Resources
Corrie Okell, General Manager, Development, Building & Licensing
Josh White, General Manager, Planning, Design & Sustainability
Colin Knight, General Manager, Finance and Supply Chain Management
Chris Freek, Director, Civic Engagement and Communications
Teresa Jong, Administration Services Manager, City Manager's Office
Trevor Ford, Chief of Staff, Mayor's Office
Mellisa Morphy, Director of Policy & Deputy Chief of Staff, Mayor's Office

FROM: Margaret Wittgens, General Manager, Arts, Culture and Community Services

SUBJECT: Anti-Black Racism and Cultural Redress Framework and Action Plan

RTS #: 14854

PURPOSE

This memo provides an update on work completed in response to Council's [direction](#) arising from the [Addressing Anti-Black Racism and Historic Discrimination: Interim Report](#) (2022; RTS 14854), and presents the refreshed Anti-Black Racism and Cultural Redress Framework and Action Plan for 2026-2027.

BACKGROUND

The City of Vancouver's strategic work on anti-Black racism and cultural redress focuses on ameliorating past and ongoing systemic anti-Black racism, with a particular emphasis on using tools within the City of Vancouver's jurisdiction to address the legacies of historical anti-Black discrimination through policy changes, program development, public space planning, and community collaboration. In September 2022, Council received the *Addressing Anti-Black Racism and Historic Discrimination: Interim Report* that identified four priorities and 23 recommended actions. The four priorities encompassed economic wellbeing and prosperity,

addressing systemic anti-Black racism, improving City's impact on Black communities, and creating culturally relevant and safe planning processes.

Further to Council direction, between 2023 and 2025, staff advanced 38 initiatives in response to the actions outlined in the Interim Report. Completed initiatives to advance the actions include:

- 2023-2025: a dedicated granting stream, Social Innovation Projects, was piloted and focused on building the internal capacity of Black-led non-profit organizations by distributing 25 grants amounting to \$325,369.
- 2024: the City commissioned historical research into discrimination faced by Black and African diaspora communities in Vancouver. The City engaged a team led by UBC researcher Dr. Handel Wright and supported by two Black graduate research assistants. Four thematic reports were published in 2026 during Black History Month as a result of the research.
- 2024: in partnership with Ethos Lab, a pilot public plaza was developed at Main Street and 3rd Avenue, through the Neighborhood Plaza Program. The plaza remains in place and has started to be transitioned from a pilot project to an ongoing neighbourhood plaza that can be sustained through partner collaboration going forward.
- 2024-2026: Black-owned businesses and Black-led non-profit organizations have been featured during the City's annual celebrations for Black History Month, including developing promotional videos for each business and organization.
- 2025: BC Community Alliance (BCCA), a Black-led non-profit organization, and Broadway Youth Resource Centre were matched through the City's Non-Profit Space Optimization Pilot Program, securing sustainable space for BCCA.

For a comprehensive update on the implementation of the actions in the Interim Report, see Appendix A.

Building on the foundations established in the Interim Report, the updated Anti-Black Racism and Cultural Redress (ABRCR) Framework and Action Plan set forth in this memo establishes a refined framework, consistent with the framework Council approved when receiving the Interim Report, and lays out refreshed priority operational actions for 2026 through to early 2027. See Appendix B for the full Action Plan.

Alignment with Council Strategic Priorities

The ABRCR Framework outlines strategic goals and objectives that recognize the effects of historical harms experienced by the Black and African Diaspora communities in Vancouver. This work aligns with key city policies, including the [Equity Framework](#) (2021) and the [Healthy City Strategy](#) (2026), and also advances the Anti-Racism Action Plan (2026) that addresses the overarching and common challenges that arise when serving diverse racialized communities. It supports Vibrant Vancouver's Strategic Objectives #1 (Vibrant and Diverse); #2 (Housing); #3 (Supporting Business); and #7 (Healthy, Inclusive and Equitable) in Council's [Strategic Priorities 2023-2026](#).

Foundational to the ABRCR Framework is the [Memorandum of Understanding](#) (MoU) (2022) with Hogan's Alley Society that acknowledges and initiates actions to address City policies, plans and services that contributed to the displacement of Black and African diaspora communities in Vancouver. Specifically, the MoU outlines the intention of both parties to work together in a collaborative manner to enable the redevelopment of the 898 Main Street block to achieve the diverse public benefits identified in the vision of the [Northeast False Creek \(NEFC\)](#)

[Plan](#). Hogan's Alley, alongside Chinatown, Paueru-gai, and Punjabi Market, is listed as one of the four cultural redress areas in the City's [Official Development Plan](#) (2026).

DISCUSSION

To establish the renewed Anti-Black Racism and Cultural Redress Framework and develop an updated Action Plan, staff:

- Reviewed the 2022 Interim Report actions and the progress made to date;
- Convened the Anti-Black Racism and Cultural Redress Community Advisory Committee ("Community Advisory Committee") to review and discuss progress on actions, and contribute to development of the refreshed framework and 2026-2027 actions; and,
- Convened internal working groups and leadership tables, to review, scope and confirm the refreshed framework and updated actions for 2026-2027.

The renewed ABRCR Framework envisions a city where anti-Black racism is dismantled and where Black and African diaspora communities are thriving in all facets of society. Further, the framework:

- Outlines a Citywide plan to address historic and ongoing impacts of anti-Black racism and strengthen the visibility, wellbeing, and prosperity of Black and African Diaspora communities;
- Complements other equity-focused initiatives, including the Northeast False Creek (NEFC)/ Hogan's Alley MoU commitments, and the City's Anti-Racism Framework and Action Plan (ARAP); and,
- Centers community partnerships and culturally grounded approaches.

The framework is structured around three goals, as follows, which establish a foundation for aligned planning and service delivery. The goals and objectives are intended to advance long-term improvements in safety and inclusion for the Black and African Diaspora communities in Vancouver.

ABRCR Framework: Goals and Objectives

Goal 1: *Redress, Culture and Heritage* - Work to address historical and ongoing harms of anti-Black racism by advancing cultural redress. Key objectives include:

- Elevating public awareness and supporting commemoration of Black history;
- Advancing the City's commitments to re-envision and re-develop Hogan's Alley as outlined in the MoU;
- Supporting Black culture and arts to strengthen the visibility and sustainability of Black cultural expression.

Goal 2: *Community Wellbeing* - Support the resilience and prosperity of Black and African diaspora communities by using City levers and embedding a black equity lens in policies and programs. Key objectives include:

- Fostering community safety and inclusive spaces;
- Developing and supporting inclusive housing policy and programs;
- Bolstering Black-led initiatives, non-profit organizations and social enterprises, and supporting Black business development.

Goal 3: *Institutional Learning and Accountability* - Strengthen internal systems, practices, and culture. Key objectives include:

- Creating an organizational culture free of anti-Black racism, including enhancing equity and experiences for Black staff;

- Enhancing data collection to monitor outcomes and enable continuous learning and improvement.

Aligned with these goals and objectives, staff have identified 13 actions for 2026 to early 2027. Future year actions for consideration have also been identified and will require further planning with departments to align capacity, resources and timing. See Appendix B for the ABRCR Framework and 2026-2027 Action Plan.

FINANCIAL IMPLICATIONS

The operational actions outlined for 2026-2027 can be achieved within existing resources.

NEXT STEPS

Going forward, staff will:

- Share the renewed ABRCR Framework and 2026-2027 Action Plan with staff, public partners and Black-led/serving community organizations;
- Conclude the work of the Community Advisory Committee, which was a departmentally organized advisory committee established to support developing approaches for the renewed ABRCR Framework and actions to address anti-Black racism and advance cultural redress for the City of Vancouver;
- Continue leading, implementing, monitoring and reporting on the 2026-2027 actions;
- Use the Framework to guide actions over the next several years.

FINAL REMARKS

Staff acknowledge with appreciation the support and input of the Community Advisory Committee and community partners in developing the renewed Anti-Black Racism and Cultural Redress Framework and 2026-2027 Action Plan. Additionally, many community members and organizations have participated in the projects, initiatives, pilots and other actions progressed to date, including activities for Black History Month and social innovation project grant recipients, and their feedback has helped inform the Action Plan. The renewed ABRCR Framework and 2026-2027 Action Plan will continue to strengthen belonging, visibility, safety, engagement, and opportunity for Black and African diaspora communities in Vancouver.

If Council requires further information, please feel free to contact me directly at margaret.wittgens@vancouver.ca and we will provide response through the weekly Council Q&A.



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Appendix A – Addressing Anti-Black Racism and Historic Discrimination: Interim Report (2022) – Progress Update (2022 – 2025)

BACKGROUND

In December 2018, the City Manager named and acknowledged anti-Black racism, made a commitment to “[initiate efforts to address anti-Black racism as a societal issue](#)” recognizing the City’s historic role in the perpetuation of discrimination against Black and African diaspora communities and committed to addressing and eliminating anti-Black racism.

In September 2022, staff presented to Council the [Addressing Anti-Black Racism and Historic Discrimination: Interim Report \(RTS 14854\)](#), as an update of the work; Council [approved](#) the Interim Report including recommendations for advancing this work.

The Interim Report proposed 23 primary actions organized within four Priority Areas:

- Economic Wellbeing & Prosperity
- Addressing Systemic Anti-Black Racism
- Improving the City’s Impact on Black communities
- Creating Culturally Relevant and Safe Planning Processes

This Appendix provides a summary of City-wide work and progress from 2022 to 2025, in advancing recommendations from the Interim Report.

To illustrate progress, priority actions outlined in the Interim Report have been categorized as follows:

- Completed
- In-Progress
- Delayed¹
- Other²

As shown in Table 1, a total of 38 initiatives were undertaken between 2022 – 2025, responding to the 23 priority actions outlined in the Interim Report. Of these, 12 have been completed, and the remainder (in-progress, delayed, and ‘other’) have now been incorporated in the development of the 2026-2027 Action Plan.

Table 1: Update (2022-2025) on Interim Report Actions

Priority Areas	Completed	In-Progress	Delayed ¹	Other ²	Total
Economic Wellbeing and Prosperity	2	2	0	1	5
Addressing Systemic Anti-Black racism	1	2	2	5	10
Improving City’s Impact on Black Communities	2	4	1	0	7
Creating Culturally Relevant and Safe Planning Processes	7	6	2	1	16
TOTAL	12	14	5	7	38

¹ ‘Delayed’ actions were constrained by available resources and were required to be re-scoped accordingly.

² ‘Other’ actions were identified as out of City scope; and have thus been reconsidered and re-scoped for the 2026-2027 Action Plan, aligned with City jurisdiction and available resources.

PRIORITY AREAS AND HIGHLIGHTS OF INITIATIVES TO ADVANCE ACTIONS

Priority Area #1 – Economic Wellbeing and Prosperity

Description: Partner with Black and African diaspora community members, businesses and social enterprises to address poverty, advance community economic development and prosperity in Black and African diaspora communities.

Key Highlights:

1. Changes to Social and Cultural Granting Streams

Since 2021, the City has taken various measures to increase opportunities for Black-led/serving organizations, initiatives and/or artists to access grant programs. Examples of this include reviewing and adjusting granting criteria, amendments to eligibility and evaluation criteria, creating low-barrier granting streams, and prioritizing of Black led/serving organizations.

2. Grants Awarded

In 2023-2025, the City established a new priority area for financial support to Black led/serving organizations through various granting streams, resulting in the provision of \$436,369 in Social Grants and \$560,935 in Cultural Grants. The \$436,369 Social Grants include \$325,369 in Social Innovation Projects (SIP) grants that were disbursed to support 25 internal capacity-building initiatives of Black led/serving organizations.

3. Promotion and Support to Black Businesses

Between 2024-2025, the City of Vancouver featured seven Black-owned businesses during Black History Month celebrations. This included developing promotional videos for each business, promoting the Black Business Association of BC's interactive map, and launching social media campaigns to raise awareness and visibility of Black owned businesses in Vancouver (See videos [here](#)).

Priority Area # 2 – Addressing Systemic Anti-Black Racism

Description: Work to eliminate systemic racism within City of Vancouver as an employer and service provider, and to take action against anti-Black racism and advocate to other levels of government, other governmental organizations, and non-governmental/public organizations to take action against anti-Black racism.

Key Highlights:

1. Revised Workplace Policy

In 2024, the Respect in the Workplace Policy was launched which combined and revised the Respectful Workplace and Human Rights and Harassment policies. The Respect in the Workplace Policy was reviewed with an eye to better supporting staff experiencing marginalization, including incorporating feedback from affinity group dialogues held in 2019 with the Equity Council, broad staff engagement, results from the Employee Benchmark survey, and ongoing dialogue with Employee Resource Groups (ERGs). In late 2024/early 2025, staff initiated training for the Respect in the Workplace Policy.

Significant changes to the Policy included:

- Incorporating trauma-informed elements, including clear milestones for communication, longer reporting timeframes and ability for staff to provide input into selection of investigators.
- Increasing clarity and transparency of reporting processes, including more details on how to make a complaint and what it should include.
- Re-introducing non-investigative/informal resolution pathways, including a new workplace restoration team.

2. Public Racism Incident Reporting Mechanisms

The City has developed an overarching Anti-Racism Action Plan (ARAP), completed in 2026, which is strongly aligned with the current anti-Black racism work. The ARAP proposes work to enhance the protocol to report racist incidents experienced while accessing City services by Indigenous, Black and racialized communities.

3. Graffiti Incident Monitoring

The Integrated Graffiti Management Program identifies and removes racist and hateful graffiti incidents. This program is run by 3-1-1, and it allows the public to report graffiti and then 3-1-1 reaches out to designated services to help clean it up. This existing program presents an opportunity to help identify and respond to anti-Black racism graffiti incidents.

Priority Area #3 – Improving City’s Impact on Black Communities

Description: The City provides appropriate resources and directs staff to create ethically sound ways to better understand the experiences of Black community members in Vancouver that include collecting race-based data, to reveal:

- a. How Black people are impacted by City-led programs and initiatives; and,
- b. How human resources practices impact Black staff and leadership diversity in the City.

Key Highlights:

1. Black and African Diaspora Community Data Profile

Updates to the City’s Healthy City Dashboard in 2022-2023 now enable the disaggregation of multiple census variables, including a discrete "visible minority" category that encompasses the Black population in Vancouver. This information helps to track health outcomes for the Black and African diaspora communities, which is important information in the development of actions targeted towards improved health and wellness.

2. Black Community Asset Map

Staff developed a community asset map building on the findings from the research “*Mapping & Network Strengthening of Vancouver’s Black & African Diaspora Communities*” conducted by the Unity Centre Association for Black cultures (UCABC) in 2022 and funded by the City. The purpose of this map is to showcase current and historical places or spaces that are of importance to the Black and African diaspora community. (See map [here](#))

3. Development of Anti-Black Racism Training for City Staff

An anti-Black racism training course is currently being developed that will focus on leadership skills for creating a culture of care to address anti-Black racism. This training is intended for managers, supervisors and leaders, and may be made available to all employees in subsequent phases. By focusing on leadership skills for creating a culture of care, the lessons, skills and principles gained from this course are also applicable with other equity-denied groups.

4. Space Match Through the Non-Profit Space Optimization Pilot

Staff successfully facilitated a space match between BC Community Alliance and Broadway Youth Resource Centre through the City's Non-Profit Space Optimization Pilot managed by Social Policy & Projects (ACCS). BC Community Alliance subsequently signed a lease with Broadway Youth Resource Centre and began occupying their new space at Broadway Youth Resource Centre in November 2025.

5. Community Input Continually Informing the Work to Eliminate Anti-Black Racism

Consultation and engagement with the Anti-Black Racism and Cultural Redress Community Advisory Committee established a means to receive feedback and advice on the City's Anti-Black Racism and Cultural Redress Framework and Action Plan. The Community Advisory Committee was established in early 2022 and provided input that informed the Interim Report recommendations as well as ongoing work to address anti-Black racism. The current membership includes 11 external community members.

Priority Area #4 – Creating Culturally Relevant and Safe Planning Processes

Description: The City integrates culturally relevant and safe planning processes for urban development, urban design, public space design, housing development, and preservation of tangible and intangible cultural heritage of Black and African diasporic people.

Key Highlights:

1. Understanding Housing Needs

In 2023-2024, staff participated in the Hogan's Alley Society-led Housing Solutions Lab, which conducted an analysis on current housing needs of Black and African Diaspora residents and potential paths for addressing these needs. These findings will inform the City's Housing Needs Report (2028).

2. Public Plaza

In 2024, in partnership with Ethos Lab, a pilot public plaza was developed on 3rd Avenue at Main Street at Ethos Lab for one year. Now, in 2026, the plaza has started to transition from a pilot project to an ongoing neighbourhood plaza. Ethos Lab will be the steward of the space, which will support programming, events, greenspace and gathering. Initiatives such as these contribute to increasing outdoor spaces that are more inclusive of Black and African diaspora communities.


3. Documenting and Honoring Black history

Black History Month (February) is one of the City's 18 Official Celebrations and Observances. In addition to Black History Month, the City also recognizes and celebrates Emancipation Day (August 1) with an official proclamation every year to honour and raise awareness of the history of Black and African diaspora communities.

4. Historical Research Project

In July 2024, the City engaged a research team from UBC, comprised of a Black academic lead researcher supported by two Black graduate research assistants, to review over 200 historical documents and academic literature, as part of the City's historical research project. The team developed thematic reports on Black experiences, including topics such as housing, education and policy. Staff shared four of these thematic reports during 2026 Black History Month, along with videos featuring three Black non-profit organizations actively working to address issues which support improved safety, inclusion and opportunity for Black and African Diaspora communities in Vancouver.

Appendix B - Anti-Black Racism & Cultural Redress Framework and 2026-2027 Action Plan

Anti-Black Racism and Cultural Redress Framework and Priority Actions		
 <p>Artwork by Yaimel López Zaldívar³</p>		
Vision		
<p>A city where anti-Black racism is dismantled and where Black and African diaspora communities are thriving in all facets of society.</p>		
Mission		
<p>Using tools within the City of Vancouver’s influence, we will work to address the legacies of historical and ongoing anti-Black discrimination through policy changes, program development, public space planning, and community collaboration.</p>		
GOALS		
<p>(1) Redress, Culture and Heritage</p> <p><i>Address historical and ongoing harms of anti-Black racism by advancing cultural redress.</i></p>	<p>(2) Community Wellbeing</p> <p><i>Support the resilience and prosperity of Black and African diaspora communities by using City levers and embedding a black equity lens in City policies and programs.</i></p>	<p>(3) Institutional Learning and Accountability</p> <p><i>Strengthen City accountability by reforming internal systems, practices, and culture.</i></p>
OBJECTIVES		
<p>a) Elevate public awareness and support commemoration of Black history.</p> <p>b) Advance the City's commitments to re-envision and re-develop Hogan's Alley as outlined in the MoU.</p> <p>c) Support Black culture and arts to strengthen the visibility and sustainability of Black cultural expression.</p>	<p>a) Foster community safety and inclusive spaces.</p> <p>b) Develop and support inclusive housing policy and programs.</p> <p>c) Bolster Black-led initiatives, non-profit organizations and social enterprises, and support Black business development, where feasible.</p>	<p>a) Create an organizational culture free of anti-Black racism including enhancing equity and experiences for Black staff.</p> <p>b) Enhance data collection to monitor outcomes and enable continuous learning and improvement.</p>

³ *ABRCR Visual Identity:* With the input of the Community Advisory Committee, graphic artist Yaimel López Zaldívar was commissioned to develop a visual ID for the City’s work towards anti-Black racism and cultural redress. Grounded in Black cultural symbolism and Pan African colours, the visual ID helps ensure consistency, visibility, and respect in how the City communicates about Black History and cultural redress.

GOAL AREA 1: Redress, Culture and Heritage*Address historical and ongoing harms of anti-Black racism by advancing cultural redress*

Proposed Actions for 2026-2027		Objectives Met	Lead Participate
1.1	Support process to include Emancipation Day (August 1) as one of the City's official days of observance.	Public awareness & commemoration	CMO (Clerks) ACCS (SPP), CMO (CEC)
1.2	Disseminate the City's historical research on the City's role on systemic anti-Black discrimination; identify specific opportunities for future commemoration and redress initiatives.	Public awareness & commemoration	ACCS (SPP) CMO (CEC)
1.3	Support Black artists as a priority in the commissioning of temporary and permanent public artworks through the public art's civic program.	Cultural expression	ACCS (AC) ENG (PSSU)
1.4	Support NEFC Plan implementation alignment with Council approved 2022 Hogan's Alley Society MOU.	Hogan's Alley MoU	PDS (Special Projects), REFM (NMHD), ENG (IBP) ACCS (SPP, AC), SPSO

Future work considerations:

- Continue to support Hogan's Alley Society (HAS) in their work to deliver a cultural centre and associated amenities, and to implement their vision for the 898 Main St Block as specified in the MOU.

GOAL AREA 2: Community Wellbeing

Support the resilience and prosperity of Black and African diaspora communities by using city levers and embedding a black equity lens in City policies and programs.

Proposed Actions for 2026-2027		Objectives Met	Lead Participate
2.1	Ensure a culturally appropriate lens is applied to the racist incident reporting protocol being developed and promoted as part of the City's Anti-Racism Action Plan (ARAP).	Community safety & spaces	ACCS (SPP) CMO (CEC)
2.2	Continue to work with Ethos Lab and other community partners to manage and improve the plaza at Main and 3rd.	Community safety & spaces	ENG (PSSU)
2.3	Strategically promote and increase awareness of tenant relocation supports and tenants' rights to Black and African diaspora communities, including collaboration with the Tenant Resource & Advisory Centre (TRAC) Drop-In Programming.	Inclusive housing	PDS (HPR), ACCS (HHS) ACCS (SPP) CMO (CEC)
2.4	Evaluate participation in the 3-year pilot of the City's Social Innovation Program (SIP) grant program, which supported Black and African Diaspora capacity building grants (2023-2025) and explore ways to better measure program participation in arts and culture granting processes	Bolster Black-led initiatives	ACCS (SPP)
2.5	Continue to provide support for Black-led initiatives through the granting process; and create enhanced tools to measure participation and better assess community needs, to identify future opportunities for potential investment through City granting programs.	Bolster Black-led initiatives	ACCS (AC)
2.6	Increase awareness of City grants and procurement opportunities, and support awareness of social and cultural space opportunities to Black-led/serving organizations.	Bolster Black-led initiatives	ACCS (SPP, AC) FSC (SC), PDS (CW&RP)

Future work considerations:

- Where feasible, scope and integrate the housing needs identified from the Hogan's Alley Society's Housing Solutions Lab into future iterations of the City's Housing Needs Report.
- Work with housing and co-op operations leased on City-owned land and Non-Market Housing Operations to understand representation of Black and African diaspora residents in housing. Use tools such as voluntary reporting in housing applications and intake processes to identify barriers or supports needed in the future.
- Explore opportunities for partnerships to deliver relevant programming in City-led housing within resource and budget parameters.

GOAL AREA 3: Institutional Learning and Accountability*Strengthen City accountability by reforming internal systems, practices, and culture.*

Proposed Actions for 2026-2027		Objectives Met	Lead Participate
3.1	Create a training opportunity for City staff to strengthen capabilities that contribute to an inclusive and safe workplace free of anti-Black racism.	Anti-Black racism & equity	HR (Talent Strategies) <i>All depts</i>
3.2	Increase awareness of engagement opportunities to improve participation of Black and African Diaspora people in City consultations, such as City surveys and feedback sessions.	Data, learning & improvement	CMO (CEC)
3.3	Support Black and African Diaspora visibility and inclusive language in City communications.	Data, learning & improvement	CMO (CEC)

Future work considerations:

- Support the development of disaggregated demographic data guidelines and ensure a culturally appropriate approach is included for Black and African Diaspora communities.
- Provide updates on the progress of Anti-Black Racism and Cultural Redress Action Plan.