

Community Music Schools of Toronto

Anti-Racism, Anti-Oppression Implementation Action Plan

Leadership

To ensure that Community Music Schools of Toronto (CMST)'s ARAO agenda is effectively managed and led at the operational level; and that ARAO priorities are met while promoting CMST's core values

Activity	Timeframe	Lead Role	Results		
Board Chair and ED immediately communicate to staff about the commitment of CMST regarding the ARAO report, recommendations and agenda	Fall 2021 as part of PD (or sooner, via email)	Board Chair and ED	Organizational clarity about commitment. Affirmation of importance of agenda		
Inform community partners and other key allies about the ARAO report and commitment and clarify specific commitments about their potential role.	Fall 2021				

Activity	Timeframe	Lead Role	Results		
<p>Agree on board ARAO priorities and immediate action commitments- recruitment, building tools, etc. Address board diversity gaps with specific plan</p> <p>Build schedule of board ARAO training and information sharing opportunities</p>	Fall 2021	TBD (board member from the working group)			
Build consistent ARAO considerations into board decision-making and planning activities, including advocacy positions on emerging issues, policies around all the factors on when to make a public statement (timing, potential collaboration, relevance to the agenda, etc...)	Fall 2021	Board of Directors			
Build ED's ARAO performance accountabilities	Summer 2021	HR and ABR-AO committees (notably Martin and Anna)			
Develop Board Code of Conduct with ARAO considerations for new board members- and re-signed each year		ARAO board committee, ED (led by Bina & Donald)			
Develop a Safer space board protocol/commitment, priorities and work (connected to Code of Conduct)		ARAO board committee, ED (led by Bina & Donald)			

Activity	Timeframe	Lead Role	Results		
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Activity	Timeframe	Lead Role	Results		
Leadership					
Approve, adopt and engage change management commitment and practice to leading ARAO agenda internally at CMST	Fall 2021	CMST ED with Committee Chairs			
Designate staffing resources to lead ARAO plan	Mid-2022	CMST ED with Committee Chair and HR committee	Leading toward FY23 budget approval (June 2023)		
Build management ARAO performance indicators	Spring 2022	HR committee & ABR-AO committee			

Human Resources

Provide effective and accountable organizational ARAO leadership in policy, training, workplace safety and wellness and change management

Activity	Timeframe	Lead Role	Results		
Develop a comprehensive staff safety and wellness outline and protocol	Spring 2022	HR committee with ABR working group & ED			
Prioritize support mechanisms for staff's emotional wellness/stress/burnout	Fall 2021	HR committee with ED.			
Build a comprehensive Bias-Free hiring framework	Spring 2022	HR committee with ABR working group & ED			
Review and revise the complaints process using an ARAO lens. Include a strong tracking instrument to identify and report on the different types of complaints	Fall 2021	ABR working group and ED/admin team HR committee			
Build a robust CMST ARAO policy framework and revise other related polices to include ARAO considerations	Spring 2022	HR committee with ABR working group & ED			

Review HR infrastructure, including building performance planning specific to ARAO indicators and measure for all employees	Summer 2021	HR committee			
Develop full annual ARAO training and capacity building agenda for Faculty and administrative staff	Summer 2021 (for the school year ahead)	ED with ABR-AO committee and Nene			
Build a planning and decision-making protocol to enhance inclusive, representative participation at all levels	July 2022	ED with programming team and Board (Ed Services Committee), faculty.			
Review staff satisfaction process and ensure that ARAO categories and specific questions are consistently integrated.	July 2022	HR committee			

Communications

Promote transparency, consistency, effectiveness, clarity and timeliness of information for all partners of CMST

Activity	Timeframe	Lead Role	Results		
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<p>Develop a consistent and transparent process and mechanism to update, inform and engage staff, faculty, students, parents and community partners about ARAO progress and critical issues at CMST-</p> <p>Utilize/enhance web-site, social media, blog, program calendar etc,</p>		<p>TBD (not sure who should take this on).</p> <p>Communications Lead?</p>			
<p>Develop a branding campaign to highlight the school's commitment to ARAO- posters, promotional material, website and social media taglines and images, etc.</p>	<p>Fall 21 to early 2022</p>	<p>Marketing & communications working group with ED support with CMST Youth Committee</p>			

Teaching and Curriculum

Enhance and support ARAO teaching and instructing excellence and consistency in all phases of engagement with students

Activity	Timeframe	Lead Role	Results		

Develop ARAO teaching standards and measures to optimize school consistency and accountability re cultural safety and culturally appropriate content	July 2022	ED with Educational Services Committee			
Strengthen Social Curriculum to include considerations related to: Anti-racism and anti-oppression and cultural safety to provide consistency and coherence Diverse cultural/music genres, styles and content reflecting the diversity of students and communities present	July 2022	ED with Educational Services Committee			
Build a Student and Parent Satisfaction Survey framework that centers ARAO specific questions	July 2022	Programming Team			
Annual and consistent Faculty training and support specific to teaching, leading and management on culturally diverse content as well as critical teaching approaches and engagement with students	July 2022 to Sept 2022	Programming Team w/ Faculty			
Build student/community demographic profiles/ priorities (e.g., a strong and clear understanding of the diversity of the population presence and key issues related to youth) for Jane Finch, Regent Park and other emerging areas of potential outreach	July 2022	Programming Team			
Explore options for comprehensive, genre-specific courses	July 2022	Programming Team			

Develop school's ARAO social media strategy/ presence and have young people play a prominent role in co-creating, designing and leading	July 2022	Communications team			
Build a Trauma-informed practice framework the centers racial trauma (especially as it related to BIPOC communities- for both students, Faculty and staff)	Upcoming year	Programming team with Faculty and special guests (York U researchers etc...)			

Community Engagement

Advance CMST's ARAO agenda through advocacy, responsive teaching and curriculum development and respectful collaboration and partnerships

Activity	Timeframe	Lead Role	Results		
Build a robust CMST Community Engagement Plan that foregrounds ARAO and local agency and talent relationships with diverse representation from Jane and Finch, Regent Park and other emerging areas of interest	July 2022	Programming Team	Clarity and consistency of community approach and organizational strategy		

Develop a relevant community cultural database (information repository of key cultural organizations, diverse genres, performers, cultural activists, artists, cultural resources, etc.) in collaboration with community partners, placement students, Faculty, parents and students	July 2022	Programming Team (w/ other stakeholders listed)			
Build a long-term advocacy plan that's grounded in the schools' values and commitments on ARAO and aligned with emerging internal commitments	Starts July 2022	Board of Directors w/ ED			
Host an annual community cultural event to bring CMST' board and staff and partners as well as cultural leaders together on innovation, collaboration, the role of cultural, arts and education as tools for social change, etc.	June 2022	Programming Team			

Quality, Standards and Accountabilities

Promote consistency, effectiveness of ARAO planning and implementation at the school. Clarify outcomes and expectations. Provide rigour and accountability.

Inform good decision-making.

Activity	Timeframe	Lead Role	Results		
Review, revise and simplify as well as develop new school policies- especially with respect to ARAO	July 2022	HR committee with ED			
Robust ARAO Committee support and leadership- training and resources	July 2022	ABR-AO committee with ED			
Develop an Annual Report Card/Dashboard on the school's ARAO accomplishments that is publicly displayed on website, the office, in publications and reports and other appropriate venues.	Aug. 2022	ED w/ Communications Team.			

Appendix A – Definitions

Cultural safety is the extent to which all school participants feel heard, supported, respected and validated - from the perspective of their cultural identity, worldviews and perspectives - in terms of how services for them are designed, delivered and managed across the spectrum of support. **Cultural safety** centres anti-oppressive analysis and practices and creates an environment that is affirming and culturally respectful for service users/students/staff/faculty/volunteers.

Culturally appropriate refers to the use of language, services, policies, behaviours and structures that acknowledge and are respectful of the diversity of cultural identities, values and expressions of different groups.