

# Community Music Schools of Toronto

## Anti-Black Racism, Anti-Oppression Implementation Action Plan

### Leadership

To ensure that CMST's ABR-AO agenda is effectively managed and led at the operational level; and that ABR-AO priorities are met while promoting CMST's core values

Activity	Timeframe	Lead Role	Results	Implications (Resources, Timing, related initiatives)	Current Status/Comment
<b>Board</b>					
Board Chair and ED immediately communicate to staff about the commitment of CMST regarding the ABR-AO 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		COMPLETE
Inform community partners and other key allies about the ABR-AO report and commitment and clarify specific commitments about their potential role [summary, not the full details]	ASAP			Website, social media and email communication	COMPLETE

Activity	Timeframe	Lead Role	Results	Implications (Resources, Timing, related initiatives)	Current Status/Comment
<p>Agree on board ABR-AO priorities and immediate action commitments- recruitment, building tools, etc. Address board diversity gaps with specific plan</p> <p>Build schedule of board ABR-AO training and information sharing opportunities</p>	Fall 2023	<b>TBD (board member from the working group)</b>		<b>Board retreat? Ensure Strat Plan alignment.</b>	<p>Board recruitment pipeline.</p> <p>Succession planning.</p> <p>ONGOING</p>
<p>Build consistent ABR-AO 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...)</p>	Fall 2023	Board of Directors			ONGOING
<p>Build ED's ABR-AO performance accountabilities</p>	Summer 2025	HR and ABR-AO committees (notably Martin and Anna)		Alignment with HR committee.	None to provide sample
<p>Develop Board <b>Code of Conduct</b> with ABR-AO considerations for new board members- and re-signed each year</p>		ABR-AO board committee, ED (led by Bina & Donald)			None to provide sample.

Activity	Timeframe	Lead Role	Results	Implications (Resources, Timing, related initiatives)	Current Status/Comment
Develop a Safer space board protocol/commitment, priorities and work (connected to <b>Code of Conduct</b> )		ABR-AO board committee, ED (led by Bina & Donald)			

Activity	Timeframe	Lead Role	Results	Implications (Resources, Timing, related initiatives)	Current Status/Comment
<b>Leadership</b>					
Approve, adopt and engage change management commitment and practice to leading ABR-AO agenda internally at CMST	Fall 2024	CMST ED with Committee Chairs			
Designate staffing resources to lead ABR-AO plan	Mid-2024	CMST ED with Committee Chair and HR committee	Leading toward FY23 budget approval (June 2023)	20% of admin team person's role in the interim?	RM, admin team and committee to clarify interim roles going forward.
Build management ABR-AO performance indicators	Spring 2025	HR committee & ABR-AO committee			Nene to provide updated equity matrix to Anna.

## Human Resources

**Provide effective and accountable organizational ABR-AO leadership in policy, training, workplace safety and wellness and change management**

Activity	Timeframe	Lead Role	Results	Implications (Resources, timing, related initiatives)	Current Status/Comment
Develop a comprehensive staff safety and wellness outline and protocol	Spring 2025	HR committee with ABR working group & ED			Nene to share resource (safety protocol) with Anna
Prioritize support mechanisms for staff's emotional wellness/stress/burnout	Fall 2024	HR committee with ED.			Refer to policy manual and/or employment agreements. <ul style="list-style-type: none"> <li>- EAP (for all).</li> <li>- Benefits package for fulltime staff only.</li> </ul>
Build a comprehensive Bias-Free hiring framework	Spring 2023	HR committee with ABR working group & ED			ONGOING
Review and revise the complaints process using an ABR-AO lens.  Include a strong tracking instrument to identify and report on the different types of complaints	Fall 2023	ABR working group and ED/admin team HR committee			ONGOING

Build a robust CMST ABR-AO policy framework and revise other related polices to include ABR-AO considerations	Spring 2025	HR committee with ABR working group & ED			Nene to share resource with Anna & Richard
Review HR infrastructure, including building performance planning specific to ABR-AO indicators and measure for all employees	Summer 2025	HR committee			Nene to provide samples
Develop full annual ABR-AO training and capacity building agenda for Faculty and administrative staff	Summer 2024 (for the school year ahead)	ED with ABR-AO committee and Nene			ONGOING
Build a planning and decision-making protocol to enhance inclusive, representative participation at all levels	Fall 2024	ED with programming team and Board (Ed Services Committee), faculty.		**As part of new strategic planning cycle	
Review staff satisfaction process and ensure that ABR-AO categories and specific questions are consistently integrated.	Fall 2024	HR committee		**As part of new strategic planning cycle	

## Communications

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

Activity	Timeframe	Lead Role	Results	Implications (Resources, timing, related initiatives)	Current Status/Comment
<p>Develop a consistent and transparent process and mechanism to update, inform and engage staff, faculty, students, parents and community partners about ABR-AO progress and critical issues at CMST-</p> <p>Utilize/enhance web-site, social media, blog, program calendar etc,</p>	Fall 2024	<p>TBD (not sure who should take this on).</p> <p>Communications Lead?</p>		<p>Padlet (for all?) can act as a portal to share ABR-AO resources, updates, good news, operational challenges, sort through related challenges, etc.</p> <p>Newsletter by Youth Committee?</p> <p>Weekly emails (determine who is sending them).</p> <p>Develop a dashboard for consistent reporting.</p>	ONGOING
<p>Develop a branding campaign to highlight the school's commitment to ABR-AO- posters, promotional material, website and social media taglines and images, etc.</p>	Fall 2024	<p>Marketing &amp; communications working group with ED support with CMST Youth Committee</p>			

## Teaching and Curriculum

Enhance and support ABR-AO teaching and instructing excellence and consistency in all phases of engagement with students

Activity	Timeframe	Lead Role	Results	Implication (Resources, timing, related initiatives)	Current Status/Next Steps
Develop ABR-AO teaching standards and measures to optimize school consistency and accountability re cultural safety and culturally appropriate content	July 2022 – and ongoing	ED with Educational Services Committee and programming team		<ul style="list-style-type: none"> <li>- How do we measure?</li> <li>- What role do faculty (and other stakeholders) play in developing these standards?</li> <li>- Put out a survey to faculty on repertoire (and choice).</li> <li>- Planned rep for the year</li> <li>- Semi annual check ins with Program Managers &amp; Faculty.</li> </ul>	Making progress with PD overall

<p>Strengthen Social Curriculum to include considerations related to:</p> <p>Anti-racism and anti-oppression and cultural safety to provide consistency and coherence</p> <p>Diverse cultural/music genres, styles and content reflecting the diversity of students and communities present</p>	<p>July 2022 – and ongoing</p>	<p>ED with Educational Services Committee</p>		<ul style="list-style-type: none"> <li>- Important dates calendar (being mindful of culturally significant dates/religious holidays). Giving heads up to students, etc... regular review of what's coming up.</li> <li>- Review of current events and how that might affect our students.</li> <li>- Not just a “teacher down” approach</li> <li>- Build on our special guest model!</li> </ul>	<p>ONGOING</p>
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<p>Build a Student and Parent Satisfaction Survey framework that centers ABR-AO specific questions</p>	<p>July 2023</p>	<p>Programming Team</p>		<p>Ensure survey is offered in a way that provides the same question in a diverse manner (culturally, in terms of ability, gender, etc.) - not just in terms of language, but other pieces that may also be westernized in nature</p> <p>Create representation in the people that develop the survey</p> <p>Utilize plain language, fonts and colors that are accessible to a broad range of users, etc.</p> <p>Offer the survey in a number of ways (online, handwritten, etc.)</p> <p>Utilize open ended survey questions as much as possible to leave room for unexpected responses; try to use multiple choice or rating scale questions as little as possible.</p>	<p>ON TRACK</p>
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<p>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</p>	<p>July 2022 to Sept 2022</p>	<p>Programming Team w/ Faculty</p>		<p>Create practical applications for all pieces of learning – with follow-up to ensure integration</p> <p>Ensure representation in the people that are developing the training framework (in terms of cultural/racial identify, gender, ability etc.)</p> <p>Encourage conversational learning, discussions, and debate during these processes – while creating a safe space for this to occur</p> <p>Create a regularly occurring faculty satisfaction survey that is sent to all for feedback, and isn't reliant on attending PD or other learning sessions.</p>	<p>COMPLETE</p>
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<p>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</p>	<p>July 2022</p>	<p>Programming Team</p>		<p>We first talked about about "building student/community demographic profiles/priorities." From this point, we were wondering whether this pertains to a) building student's own understanding of their community and/or b) building CMST corporate's strong and clear understanding of the diversity of the population. To point a), we suggested perhaps using the Youth Committee as a conduit for students to learn about RP or JF. To point b), Qwyn mentioned that there were already partnerships in place to reach the community at-large. We began to discuss the question of whether CMST is reaching the population that is at need, which to that, Qwyn made a point saying that people know CMST through word of mouth.</p>	<p>Explore important dates from asking our parents themselves (instead of assuming)</p> <p>ONGOING</p>
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Explore options for comprehensive, genre-specific courses	Feb 2023	Programming Team		<p>** as part of new Strategic Plan</p> <p>we had a discussion about different methods that may work, including using music as a way of storytelling (for younger students). We also mentioned that repertoire choice is an important way of bringing awareness to the issues, and by using repertoire and even composition to help students express their cultural identity/background. We also had questions about how to approach this topic with students when they are not interested in it - this is perhaps another point where training is needed further along.</p>	ONGOING
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<p>Develop school's ABR-AO social media strategy/ presence and have young people play a prominent role in co-creating, designing and leading</p>	<p>July 2023</p>	<p>Communications team</p>		<ul style="list-style-type: none"> <li>- Collaborating with Youth Committee and perhaps younger students in our vision for social media. What role would the faculty have in this? YC would play a leading role guiding younger students.</li> <li>- Is there a way to explore issues with our students, or is that probing? Guided discussions.</li> <li>- Develop training for discussing topics with our students to ensure comfort level and direction is clear.</li> <li>- What is the line of communication between students and our communications team?</li> </ul>	<p>ONGOING WITH MARKETING TEAM (IN DEVELOPMENT)</p>
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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 (2023-24)	Programming team with Faculty and special guests (York U researchers etc...)			ONGOING
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### Community Engagement

**Advance CMST's ABR-AO agenda through advocacy, responsive teaching and curriculum development and respectful collaboration and partnerships**

Activity	Timeframe	Lead Role	Results	Implications (Resources, timing, related initiatives)	Current Status/Comment
Build a robust CMST Community Engagement Plan that foregrounds ABR-AO and local agency and talent relationships with diverse representation from Jane and Finch, Regent Park and other emerging areas of interest	July 2022 to Dec. 2023	Programming Team	Clarity and consistency of community approach and organizational strategy	** as part of new Strategic Plan	Made some progress in JF as part of building process, now to expand on this for new STRATEGIC PLAN

Develop a relevant community cultural database ( <b>information repository of key cultural organizations, diverse genres, performers, cultural activists, artists, cultural resources, etc.</b> ) in collaboration with community partners, placement students, Faculty, parents and students	July 2023	Programming Team (w/ other stakeholders listed)			COMPLETE [and ongoing]
Build a long-term advocacy plan that's grounded in the schools' values and commitments on ABR-AO and aligned with emerging internal commitments	Starts July 2023	Board of Directors w/ ED		** aligns with Strategic Plan	ONGOING
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 2024	Programming Team			ONGOING

## Philanthropy

To ensure that CMST's EDI fundraising agenda is effectively managed, supported and aligned with the overall Philanthropy AR/AO priorities

	Timeframe	Lead Role	Results	Implications (Resources, timing, related initiatives)	Current Status/Comment
<b>Communications and messaging</b>					
Align CMST's philanthropy/community-based priorities and key messages with school's priorities; Customize campaign messages to include voices and presence of BIPOC/LGBTQ+ members.	FY2025	Richard, Steven and Allison			September '24: Identify priorities and assess alignment
Develop communications strategy and key messages to address anticipated questions and concerns from potential community partners in alignment with the School.	FY2025	Allison	Consistent messaging	See EDI action items for comms strategies and campaign key messages	
<b>Strategy and resources</b>					
Communicate integrated Action Plan to Board once approved by EDI Group	January 2025	Allison		On-going review as necessary to tie into Strategic Plan	
Expand the make-up of the EDI Working Group	FY2025	EDI Working Group	More reflective of CMST Communities served		



Diversify Foundation Board to better represent Toronto's diversity	FY2025	Determine Foundation representative.	Strong relationships with diverse communities	Continue to diversify the board of directors	Three diverse directors elected November 2021  Conduct status update/audit in FY2025 and determine Foundation's recruitment strategy
Identify additional diverse staff/volunteers support to drive fundraising agenda.	On-going	Allison	More diverse staff and volunteers	Identify key leader in BIPOC/LGBTQ+ communities who are influential and connected and develop a relationship with them  Ability to broaden donor-base and ensure continued sustainability	See EDI action items  Incorporate into fundraising committee recruitment strategy
Align fundraising strategy, operational plan and fundraising targets and goals with community-based agenda.	On-going	Allison	More diversified donor base and prospects, leading to additional revenue sources	Use community economic data to guide efforts e.g., City of Toronto Jane Finch report	In development as part of Strategic Plan

Develop donor cultivation, recognition and stewardship policies	FY2025 -26	Allison with support from EDI Working Group and fundraising consultant	Respectful, culturally sensitive cultivation, recognition and stewardship a	Using research and analysis to guide us	Policies and plans developed; Determine next steps to identify and engage additional voices to review documents
<b>Community engagement in philanthropy</b>					
Prioritize community cultural and artistic wealth as potential source of resources	On-going	Allison	Partnerships with key cultural figures and institutions.	Identify cultural figures/institutions; develop partnership initiatives and manage liaison.  Showcase cultural wealth in CMST website and other stories.	See community cultural database for prospect list
Track changes in partnerships, donor pool and fundraising activity	On-going	Allison and staff	To measure effectiveness of plan	Conduct donor survey (FY25) Determine how to establish 'baseline' and measuring outcomes	
Identify and involve CMST student leaders and parents in planning future community-based fundraising initiatives,	On-going	Allison and staff in collaboration with CMST staff, students and volunteers	Increased participation of students and parents	Engage youth in innovative use of social media and online tools Prioritize youth-led fundraising Foreground urban youth culture as important sources of funds	Work with SDM and Youth Committee (as examples) to identify initiatives and engage

Engage community-based artists, organizations, and places of worship, as potentially significant sources of support	On-going	VP Philanthropy and staff	Ongoing joint fundraising with more community groups and artists	Outreach and ambassador program	See community cultural database for prospect list
<b>Longer-term priorities (multi-year)</b>					
Identify wealth that might have come from generationally oppressive practices and commit to making meaningful amends	FY25-29+				Requires further research and learning to implement – resource-intensive and complex, high-challenge task. Multi-year training and planning required.
Develop communication about impact and collaboration and disseminate consistently in several core languages	FY25-27+				To be guided by CMST/School core languages needs.

### Quality, Standards and Accountabilities

Promote consistency, effectiveness of ABR-AO planning and implementation at the school. Clarify outcomes and expectations. Provide rigour and accountability.  
Inform good decision-making.

Activity	Timeframe	Lead Role	Results	Implication (Resources, timing, related initiatives)	Current Status/Comment
Review, revise and simplify as well as develop new school policies- especially with respect to ABR-AO	July 2022	HR committee with ED		** aligns with new Strategic Plan	COMPLETE
Robust ABR-AO Committee support and leadership- training and resources	Fall 2024	ABR-AO committee with ED			
Develop an Annual Report Card/Dashboard on the school's ABR-AO accomplishments that is publicly displayed on website, the office, in publications and reports and other appropriate venues.	July 2025	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.