

Definition of Equity:
 Racial Equity is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures. This is accomplished by using differentiated and targeted strategies to prioritizing measurable change in the lives of people of color.

Collective Goals

Objectives	High Level Strategy	Mutually Reinforcing Activity	Action Items	How will you know Community Level Change has occurred?
Long Term Systemic Change	Systems must be put in place to counterbalance the outcomes created by historical systems such as redlining and predatory lending in order to combat structural racism	Develop and maintain cross-sector managed collective impact collaborative with oversight over all TREIC pillars.	Create a continuous improvement and learning plan	
			Identify backbone organization and collective action pillar leads	Continued partnership and collaboration
			Create an implementation plan	Completed charter agreement
			Create community commitment and accountability plan	Publicized and well documented goals
			Create funding and incubation timeline	
Addressing Root Cause of Poverty	Individuals' need to have access to education and basic needs and services in order to be self-sufficient	Develop a comprehensive transportation plan that removes barriers and creates access to goods and services	Complete a comprehensive assessment of transportation routes and accessibility to ensure available transportation infrastructure that support black and brown community	Decrease in Black and Brown households spending more than 45% of their income on housing and transportation
				Decrease in commute times
				Increase in rider satisfaction
		Modify the current benefit structure to address the benefits cliff	Identify programs that dis-incentivize promotions or higher-wage jobs that create additional costs to the employee, such as employee benefits and childcare, reducing net income to amount less than prior to the promotion or wage increase	Increase in people successfully transitioning from public benefits to self-sufficiency
			Conduct gap analysis to assess and ensure funding is aligned to needs and services identified in Black and Brown communities	Increased funding to support appropriate level of needs and services
		Implement the City of Toledo's comprehensive housing strategy to ensure that black and brown residents of Toledo do not have to spend more than 45% of their income on housing and transportation.	Support recommendations from the comprehensive housing study through funding and policy alignment	Decrease in Black and Brown households spending more than 45% of their income on housing and transportation
		Develop a system and resources to ensure access to healthy foods	Support urban agriculture and food insecurity programs for Black and Brown communities with the appropriate funding and resource alignment	Increase in programs supporting youth and vulnerable populations that report having access to healthy food
			Identify potential for food co-ops in Black and Brown communities	Decrease in Black and Brown households experiencing food insecurity

Collective Goals

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Addressing Root Cause of Poverty	Individuals and families must be able to survive financially and have economic stability in order to fully participate in the community	Ensure Black and Brown households have access to financial systems that allow them to build savings, address credit needs, and accumulate assets	Assess the availability of banking products	Increase in Black and Brown residents that are adequately banked
			Identify the need for credit/ financial counseling and support	
			Study the availability and approval rates of loans and small business amongst black and brown residents	
			Assess the availability of service providers and programs in trusted partners to address banking disparities	
		Increase post-secondary credential attainment for Black and Brown individuals leaving high school, currently disconnected and/or re-entering the workforce	Create pathways to post secondary credential or degree programs	Increase in individuals between the ages of 18-55 with post-secondary credentials
			Create partnerships with employers for employment opportunities post degree/ credential attainment	
			Develop incumbent worker promotion programs and explore new methods for things like tuition reimbursement	
		Develop strategies and policies that increase the area median income for Black and Brown individuals and households	Create tiered approach for economic development incentives with the lowest incentives for living wage and the greatest incentives aligning with the MIT Living Wage Calculator	Increase the area median income for black and brown residents
				Increase the # and % of livable wage jobs based on the MIT calculator
		Develop affordable lending products that support are designed to support the specific needs for homeownership and access to capital for Black and Brown communities in Toledo	Create community advisory groups that meet with financial institutions to discuss barriers to lending and recommend products	Increase in Black and Brown individuals that purchase homes

Collective Goals

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Addressing Systemic Barriers	Representation in decision making positions and cultural competency of individuals working within those systems must increase in order to address systemic barriers created by structural racism	Ensure safety in Black and Brown neighborhoods	Implement public health model that includes a cross-sector targeted neighborhood investment strategy that does not only focus on law enforcement to address community violence	Increase in racial diversity throughout all neighborhoods in the city
			Create an equity index measuring quality of life indicators and utilize it for investment and policy decision making	Increase in homeownership for Black and Brown residents across neighborhoods Increase in community and economic development activity in hyper-segregated communities with concentrated poverty
		Ensure ongoing racial equity training for community and business leaders serving black and brown communities	Engage a trainer, such as the Groundwater Institute, to conduct training annually for cohorts of community leaders.	Increase the number of individuals trained and educated in systemic racism and trauma informed care
		Increase culturally competent and diverse representation in decision making positions	Create pipeline to and from Black and Brown leadership development programs to decision making positions at all levels and sectors of the community	Increase in Black and Brown individuals on commissions, boards, committee, and in elected and private-sector executive level positions
			Develop private-sector executive level mentoring/fellowship program for current leaders and Black and Brown professionals hoping to be future leaders	Increase in executive-level leaders across sectors that have completed race DEI training
	In order for policies and practices that affect black and brown residents to be addressed an increase in civic participation, engagement and voting must occur amongst black and brown residents	Develop pathways to leadership for black and brown residents	Develop regional civic engagement program that educates community members and aspiring Black and Brown elected officials on the local political process and builds political relationships	Increase the number of Black and Brown individuals on commissions, boards, committees, and elected positions
			Create pathways to management and executive level positions across sectors	Increase the number and percentage of Black and Brown private-sector executives, managers, and supervisors in company business lines
		Increase voter registration and turnout amongst black and brown residents	Develop strategies and apply resources for voter registration	Increase in voter registration for Black and Brown individuals

Collective Goals

Objectives	High Level Strategy	Mutually Reinforcing Activity	Action Items	How will you know Community Level Change has occurred?
Building Wealth in Communities of Color	In order to increase long term financial stability in black and brown communities, black and brown residents must increase the wealth that is passed down between generations	Transfer wealth from generation to generation through life insurance, homeownership, establishing trust, and other wealth building tools	Establish financial literacy programs focused on building wealth	Increase in Black and Brown individuals reporting utilization of the tools
		Develop Individual Development Accounts (IDA), matched dollar incentives for saving tax refunds, or other funding models for education, homeownership, healthcare, and other areas that traditionally hinder Black and Brown individuals from saving and accumulating wealth	Complete a feasibility study for the creation of a city wide program that establishes IDA's for Black and Brown residents	Increase in savings for Black and Brown individuals and families
		(This cell is empty in the original image)	(This cell is empty in the original image)	Increase in generational wealth of Black and Brown individuals and families passed on thru wills and estate planning

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Economic Development**DEFINITION:**

Local Black and Brown communities and businesses; focus on entrepreneurship; organizations and corporations have a responsibility

GOAL STATEMENT:

An equitable business and entrepreneurial ecosystem that supports job attraction, creation, retention and economic mobility for Black and Brown communities.

Objectives	Action Items	Metrics Description
Increase the number of black and brown businesses prepared to scale and support the supply chain in Greater Toledo	Develop technical assistance programs that are relevant to the appropriate stage of the business and not just focused on startups	Business ownership by race and ethnicity
	Assist businesses with identifying industries with the opportunity for entrepreneurial pathways and greatest ability to scale a business	Business ownership by targeted industries by race and ethnicity
	Establish cross-sector supplier diversity goals and commitments based on the data from the COT disparity study	Business revenue by race and ethnicity
	Develop a one-stop shop portal that lists contracting opportunities, capital, and technical assistance resources in the region	Business revenue by targeted industries by race and ethnicity
	Support recommendations identified in the City of Toledo Disparity Study (race, gender, and local business certification programs)	Business profit margin by race and ethnicity
	Create networking opportunities for customer and business expansion/exposure and prime and subcontractors to increase subcontracting opportunities	Business growth margin by race and ethnicity
	Create mentoring programs for Black and Brown businesses to support growth and development	Contracts awarded by race and ethnicity
	Identify contracting opportunities related to industries where minority businesses are represented	Value of contracts awarded by race and ethnicity
	Develop access to capital programs that support growth and build credit relationships with financial institutions	Amount of capital by race and ethnicity
	Develop a microfinance program to provide small loans to start or expand a small business	Businesses provided counseling by race and ethnicity

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Objectives	Action Items	Metrics Description
Mixed Use Development	Update development related ordinances to ensure support for neighborhood business development	Type of counseling provided by race and ethnicity
	Create programs that assist with re-use of boarded up properties for small business opportunities and pop up shops	Business vacancy rate by zip code within City of Toledo limits
	Ensure public investments create jobs and business opportunities for Black and Brown communities	Cost to restore vacant store fronts by zip code within City of Toledo limits
		Job creation, attraction, and retention by industry, zip code within City of Toledo limits

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Education	DEFINITION: Black and brown youth grades PreK-12 in Toledo
	PILLAR (GOAL) STATEMENT: Create an educational ecosystem where black and brown students of Toledo receive the resources needed to graduate from high school with a vocational certificate prepared for post-secondary education

Objectives	Action Items	Metrics Description
Provide parents and guardians with resources to support students learning and academic growth	Enhance school-family partnerships that provide participation of parents in regular meaningful communication involving student academic learning and school activities including ensuring that parents play an integral role in assisting their child's learning	Track participation in out of school time or expanded learning programs
	Expand quality afterschool and summer learning opportunities that address kindergarten readiness, 3rd Grade Reading proficiency, and 8th Grade Math	Track the proportion of children whose parents read to them at least 4 days per week
Create culturally relevant and responsive learning environments	Provide ongoing training for culturally responsive classrooms for administration	Teacher retention by race, ethnicity, and school
	Provide ongoing training for culturally responsive classrooms for teachers	Qualified teachers across certification, education, and experience by race, ethnicity, and school
	Provide ongoing training for culturally responsive classrooms for colleges and universities	Disparities of Black and Brown student discipline versus White Students
		Race/ethnicity of educators compared to the student body by school
		Same race/ethnicity student teacher ratio by school
		Measure the amount of existing culturally relevant professional development offerings
		Measure participation in existing DEI culturally relevant professional development
	Student perception of schools inclusion of their history, culture, and identity by school	

Education	DEFINITION: Black and brown youth grades PreK-12 in Toledo	
PILLAR (GOAL) STATEMENT: Create an educational ecosystem where black and brown students of Toledo receive the resources needed to graduate from high school with a vocational certificate prepared for post-secondary education		
Objectives	Action Items	Metrics Description
Ensure all families have access to early childhood education in preschool & kindergarten & post secondary options	Develop and partner with initiatives that provide access to high-quality preschool through public schools and HOPE Toledo Pre-K	Graduation rates by race, ethnicity, and zip code
	Develop and partner with initiatives that provide high quality post secondary options that target college & certificate enrollment	Pre-K readiness by race, ethnicity, school, and zip code
	Freshman year achievement - passage with English and math high school graduation Completion of college or certificate/apprenticeship equivalent	Need-based aid for full-time/certificate seeking students by race, ethnicity, school, and zip code
		Grant and scholarship aid to first and second-generation families, full-time/certificate/ trade seeking students by race, ethnicity, and zip code
		Access to desktop or laptop, smartphone, tablet or another computer by race, ethnicity, and zip code
		Broadband internet access by race, ethnicity, and zip code
Create schools that are physically and emotionally safe for students, families, and adults	Develop and partner with social-emotional programs that improve connection and mental health in students leading to safer environments	Parent and family experiences, connections, and relationships with school, teachers, and other school staff
	Implement Intentional anti-bullying curriculum and school safety programming for K-12	Students receiving in school or out of school suspensions by race and ethnicity and by school
		Students arrested by race, ethnicity, and reason for arrest
		Number of schools systems that have resource officers
		Number of students that are transferred to municipalities and the infractions they allegedly committed
		Student restraint by type, race, ethnicity, and school
		Student seclusion by race, ethnicity, and school Sense of connection, safety and belonging to school community by race, ethnicity, and school

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Health & Wellbeing

DEFINITION: Black and Brown residents in Toledo to achieve their optimal health and well-being

PILLAR (GOAL) STATEMENT:

Community systems and conditions that actively support and enhance the ability of black and brown Toledo residents to achieve their optimal health and well-being

Objectives	Action Items	Metrics Description
Consumer access to health literacy and building relationships for encouraging self empowerment/agency	Partnering with community agencies/entities to educate Black and Brown consumers on how to access affordable care	% uninsured Lucas County adults
	Assess healthcare usage patterns to understand where there may be racial differences in claims for the same disease or condition to identify potential policy and and procedural flows and consumer pain points.	% of patients that can access a place they call their "medical care home" within two weeks' time
	Identify leading chronic diseases to create educational programs targeting impacted communities	
Health care systems improved access, quality and outcomes by being responsive to the diverse needs, circumstances and expectations of people of color	Provide career pathways to increase minority healthcare workers/practitioners and mental health professionals to align with the populations they serve	Increasing the # of black/brown mental health first aid trainers Track the number of Toledo institutions graduating minority healthcare worker & practitioners
	Establish patient advisory committees or ensure that existing ones have representative voices to ensure diverse consumer perspectives are incorporated in important elements of operations.	Track adults who went outside of Lucas County for health care services in the past year
	Work with medical schools to encourage increased focus on culturally competent care.	Number of medical schools that intergrate healthcare disparities and community learning throughout entire curriculum and training
	Standardize processes to routinely collect patient-experience data (for example, operational measures, surveys), review racial and ethnic disparities, identify gaps, and assess organizational policies and practices to inform opportunities to improve the patient experience.	Patient satisfication with medical encounters as a measure of culturally lignustically appropate care
	Promote culturally relevant care, both in medical training and beyond, including clinical education with antibias trainings and clinical policy standardization.	

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Objectives	Action Items	Metrics Description
Increase overall wellness of Black/Brown Toledo residents	Develop comprehensive programming that includes wrap-around services to support Black males and decrease suicide rates	Track the mortality rate of black and brown communities within Lucas County
	Identify maternal healthcare services that reduce maternal and infant mortality rates in Black and Brown mothers	
	Identify leading chronic diseases to create educational prevention programs targeting impacted communities	
Social Determinants of Health Conditions (Community Conditions)	Develop and partner with social-emotional programs that improve connection and mental health in students leading to safer environments	Track the proportion of adults who report having social support (i.e., having friends or family members with whom they talk to about their health)
	Decrease food insecurity in Black/Brown communities	
	Invest and partner with community-based youth mental health and substance use care	Track black and brown Toledo residents looking for a program to help with depression, anxiety, or some mental health problem
	Improve greenspace in black and brown Toledo communities	Planting of trees and value of trees, tree canopy coverage, amount of greenspace
	Payers and providers may enlist resource coordinators to better manage communication and coordination of resources for individuals with unmet needs.	

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Housing

DEFINITION:
Appropriate living conditions for your situation

PILLAR (GOAL) STATEMENT:
To strengthen and improve neighborhoods and open doors to opportunities for people of color to live in any neighborhood of their choice, to have the ability to live, work and play in thriving, attractive, inclusive communities.

Objectives	Action Items	Metrics Description
All residents have access to safe, healthy homes to create wealth.	Banks and other funders should provide assistance to trusted neighborhood groups to increase awareness of existing housing improvement assistance programs among communities of color through targeted advertising and promotion among trusted agencies and organizations.	Track the improvement of the exterior conditions of housing within Toledo neighborhoods.
	Banks and other funders should invest in communities of color to accelerate neighborhood investment and wealth building.	Update system to track number of interior versus exterior code enforcement actions / inspections.
	Increase access to capital resources for housing repairs by lowering lending barriers in LMI neighborhoods and communities of color.	Track number of lead safe homes within Toledo neighborhoods
	Develop a renter equity program in Toledo.	Develop indicator system to track interior health and safety (accessibility, falls, asthma, mold, etc.)
	Increase funding for affordable housing rehabilitation and repairs.	
All residents have access to safe, clean neighborhoods.	Reduce environmental hazards in communities of color, such as polluting industries, contaminated sites or dumping areas.	Track availability and convenient access to parks and recreational opportunities
	Reduce crime and blight within neighborhoods of color.	Track access to healthy food and full service grocery stores.
	Improve proactive housing and environmental code enforcement within Toledo.	Track access and proximity to health services and providers
	Improve engagement processes to empower local residents in the planning and development prior to decision making.	Track engagement of residents in the decision making process (resident participation, neighborhood association capacity / organization)
	Increase access to grocery stores, healthcare, good transportation, parks, pharmacies and thriving businesses.	Track demolition and improvement of abandoned and blighted homes / structures
	Create new parks and playgrounds so that every child is within a 15 minute walk to a park or playground.	

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Objectives	Action Items	Metrics Description
Residents have access to the necessary support services to help them succeed	Increase awareness of existing social service programs among communities of color through targeted advertising and promotion among trusted agencies and organizations.	Track evictions and foreclosures to identify areas that need support and improve racial equity within the system.
	Evaluate existing programs to improve efficiency and reduce the barriers for access.	Track location of FOC locations and participants to determine if additional resources / outreach are needed
	Evaluate residents needs within their own homes and aligning services to address those needs for the resident.	Track number of residents potentially eligible for community grants / services
	Increase legal and estate planning services to facilitate transfer of homes between family members	Track private / public leveraged dollars invested in neighborhoods
	Improve the public transportation system for residents that rely on this service, which are primarily neighborhoods of color.	
Barriers to housing choice are removed.	Modify zoning and development regulations to allow a greater array of housing types to be constructed throughout Toledo.	Track the improvement (reduction) in Racially and Ethnically Concentrated Areas of Poverty (R/ECAPS)
	Evaluate existing LMI housing development policies to ensure they promote the development of housing in areas of opportunity and not perpetuating the concentration of poverty in neighborhoods.	Track outreach / penetration efforts of local CRA products
	Improve cultural competencies within agency and organizational staff.	Track number of participants utilizing down payment assistance
	Develop alternative lending programs and create borrower capacity.	Track number / access to accessible or visitable housing
	Remove lending barriers that disproportionately impact Black and Brown borrowers. Develop partnerships with lenders who have a proven track record of fair lending practices.	Track locations of new affordable housing developed within Toledo
True community alignment to promote housing equity in Toledo	Increase collaboration and alignment among housing and service providers to advocate and promote housing equity.	Track progress on implementation of Toledo's Fair Housing Action Plan
	Focus on creating neighborhoods of choice for all residents, not simply on housing affordability.	Track the progress of Toledo's 10-year Comprehensive Housing Strategy
	Collaboratively ensure progress on Toledo's AI and Fair Housing Action Plan.	Track success of eviction prevention league
	Use TREIC "voice" to advocate for appropriate resource allocation in private and public sectors.	
	Establish a housing coalition to undertake and track the Housing Pillar action items.	
	Strengthen and align banking lines of business to facilitate access and knowledge of all banking products for small businesses and LMI borrowers.	

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Social Justice**SOCIAL JUSTICE DEFINITION:**

Fair treatment of all people in a society, including respect for the legal and other rights of black and brown (B/B) people and equitable distribution of resources among members of a community

SOCIAL JUSTICE PILLAR (GOAL) STATEMENT:

Attaining Racial Equity for B/B people regarding their rights, opportunities, and treatment under the law, within the criminal justice system, and particularly in underserved and disproportionately impacted communities, through public and private sector advocacy, investment and programming.

Objectives	Action Items	Metrics Description
Improve Police/Community Relationships	Expand funding for Police Athletic League model of engagement in communities	Track the percentage of Black and Brown residents responding to the Toledo Police Citizen Survey question "How would you rate the relationship between Toledo Police and the community?"
	Establish process for increasing number of Black and Brown law enforcement cadet recruits	
	Develop community-led social justice coalition to partner with law enforcement on issues	
	Inform Black and Brown communities of Rapid Response Teams, Citizens Review Board, and Crisis Intervention Team officers	
Implement a Reverse Ride-a-Long initiative to improve police and community relationships		
Address Systemic Barriers to Attaining Social Justice	Increase Black and Brown community awareness of how to access needed social service and social justice programming	Track utilization of B/B adults of needed social services or assistance in the past year (post incarceration transition, mental health, drug and alcohol addiction, diapers)
	Establish system for including Black and Brown people in developing social justice policy	
	Develop programs to lower crime rates and improve recidivism rates among Black and Brown people	
	Evaluate affect and impact of diversity, equity, and inclusion training for all public and social service workers	
Increase Black and Brown education and awareness of law enforcement community engagement process and general policing guidelines and procedures through City of Toledo communication plan		
Implement Criminal Justice Reform	Create alternative sentencing and restorative justice programs for criminal justice system	Track daily rates of incarceration and reconviction rates by race/ethnicity
	Add a social service intake component to arrest process for those accused of crimes	
	Revise sentencing guidelines for crimes and offer drug treatment options	

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Objectives	Action Items	Metrics Description
Reduce Unnecessary Encounters Between Law Enforcement and Community	Ensure consistency in number of and reasons for police stops in all Toledo and Northwest Ohio neighborhoods	Track the number of crisis intervention team interactions by race/ethnicity
	Implement co-responder process for addressing mental health-related emergencies	
	Reduce auto-related police stops through use of technology, e-tickets, and other related methods	
	Develop process for higher scrutiny of 911 calls, particularly those involving Black and Brown people	

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Workforce Development

DEFINITION:
Ecosystem of the relationship between employers and black and brown employees

PILLAR (GOALS)STATEMENT:
Reduce racial disparity in economic stability by creating equitable access to employment, training, and promotional opportunities

Objective	Example Action Items	Metrics Description
Employees are trained and ready for work	Creating pathways from jobs to careers	Adult diploma and certifications received by race, ethnicity, and zip code
	Create programs to engage disconnected youth into career pathways	Employees participating in professional development opportunities at all levels of the organization by race, ethnicity, and position classification
	Improve the effectiveness of support programs by ensuring diversity of staffing and clients and building capacity in trusted community partners	Clients accessing workforce development program services by race and ethnicity in proportion to population representation
	Creating a healthy navigation system to supports for people returning to work	Increase in participation in Professional development programs- EPIC, Women of Toledo
	Create promotional pathways for current employees of color	Increase in participation in credentials programs
Barrier to work and for promotion are removed	Create formal internship programs focused on bringing students of color back to the Toledo area	Expenditures on health care, paid leave, and other benefits by race, ethnicity, and employer
	Create roundtables for current employees of color to better understand the barriers to promotion	Annual promotions by race, ethnicity, position classification, department
	Create formal sponsorship and mentoring programs	Increase in participation in Professional development programs- EPIC, Employee retention rates Reentry rates of employments

Workforce Development	DEFINITION: Ecosystem of the relationship between employers and black and brown employees	
	PILLAR (GOALS)STATEMENT: Reduce racial disparity in economic stability by creating equitable access to employment, training, and promotional opportunities	
Objective	Example Action Items	Metrics Description
Changing employer culture	Provide technical assistance to employers to help them become employers of choice	Employee sense of connection and belonging to workplace by race, ethnicity, department
	Educating employers on the opportunity of creating a diverse workforce- thinking beyond employees as commodities	Employee demographics by race, ethnicity, position classification, and department
	Educate employers on new and alternative work opportunities such as work on demand/ shared schedules	Employee connections and relationships with company leadership by race and ethnicity
		Employee discipline by race, ethnicity, and type
	Providing resources to HR departments to create more supportive environments	Employee accessing to professional development, promotional pathways, and mentorship opportunities by race, ethnicity, position classification, and department
		Recruitment applications by race, ethnicity, position classification, and department Job offers by race, ethnicity, position classification, and department
Increase good paying jobs related to the identified industries	Recruit high wages/livable wage jobs to Toledo-based on the MIT living wage calculator	Increase in available jobs
	Increase support for Small businesses to grow local business and increase employment opportunities	
	Review City of Toledo economic development incentive policy to support higher wage jobs	
	Increase support for creative economy entrepreneurs	

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Youth

DEFINITION:
Black and Brown youth between the age of 5 -25

PILLAR (GOAL) STATEMENT:
Youth Driven - Supported by Adults for Positive Structural Change: Promoting equitable opportunities through investing in civic and community involvement that focus on recreation, wellness, arts & culture programming.

Objectives	Action Items	Metrics Description
Network partners facilitate youth-driven research projects	Create Youth Participatory Action Research Programs	
	Implement strategy to incorporate youth surveys that are developed by youth in planning for all afterschool and summer youth community programming	Track youth survey questions conducting by the Youth Pillar called: (Do you feel your voice as a young person is heard by the community?)
	Train young people to research deeply into issues they care about, identify possible solutions and present their findings to lawmakers, school boards, and other decision-making adults	# of training session with Black & Brown Youth
	Engage youth in projects to identify unmet community needs and use qualitative methods to gather the stories and perspectives of those directly impacted and seek recommendations to improve existing structures or enact new approaches.	
Youth-Adult Partnership (youth voice in decision-making; supportive adult relationships): exploring contributions to empowerment, agency and community connections in all youth programs.	Parks and Recreation co-create Youth Survey prior to Summer 2022 program season in partnership with youth by youth in existing programs Hope Toledo, Connecting Kids to Meals, Ebeid Neighborhood Promise and University of Toledo	Increase the # of youth making decisions in the recreation and summer programs
Culturally Responsive Mentoring for Youth of Color	Prioritize same race mentor-mentee relationships by race and ethnicity in summer and afterschool hiring practices	Institute organizational hiring thresholds to encourage the % increase in recruitment of youth of color and unconnected youth
Barriers to healthy, edible, solvency food and snacks are eliminated	Identify Food insecurity by race, ethnicity and zip-code	(Increase in) access and proximity to affordable and healthy grocery services in neighborhoods with the highest percentage of youth of color % community within walking distance (1/4 mile) to a grocery store or food market (goal: increase)
	Establish a food justice coalition integrated approach to building a healthy and just food system personally, in communities, and across systems and structures.	
	Support community organizing that hires youth to combat food insecurity and hunger	

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	PILLAR (GOAL) STATEMENT: Youth Driven - Supported by Adults for Positive Structural Change: Promoting equitable opportunities through investing in civic and community involvement that focus on recreation, wellness, arts & culture programming.	
Objectives	Action Items	Metrics Description
Prioritize same race mentor-mentee relationships by race and ethnicity in summer and afterschool hiring practices	Mobilize youth who are affected by social justice barriers as valued, active partners in the budget review process and allocation for funds for youth programs	
Access to capital for youth of color	Identified strengths, or capacities, needed in a community to successfully transform systems for youth to increase pathways to economic mobility	
	Establish a taskforce to build Toledo's "Campaign for Every Kid's Future" - to advocate for and implement policies and programs that promote equitable investments in building wealth for children and narrow the racial wealth divide by mobilizing stakeholders around policies and practices, convening our partners, lifting up and sharing promising practices and expertise, bringing resources to our partners and building common ground	https://prosperitynow.org/get-involved/campaign-for-every-kids-future https://prosperitynow.org/get-involved/campaign-for-every-kids-future
Engage in inclusive hiring practices	Incorporate inclusive language in teen/youth summer job postings and partner with youth-serving agencies to target Brown and Black youth and unconnected youth	