

## Appendix

### Black Lives Matter Action Plan – Completion Progress

**Table 1**

*Governance*

Action Plan	Action	Start Date	Completion Date	Progress
Listen	Hire or collaborate with someone (consultant/organization) who can assist the board and provide guidance on how to diversify representation on the board holistically, without tokenizing community members.	1-Jun-21	...	In progress
Listen	Staff to regularly update the board of directors of Black Lives Matter Action Plan progress and developments at each board meeting.	1-Nov-20	...	Ongoing
Amplify	Establish a specific code of conduct that holds directors accountable to the values of our organization, including anti-racism and equity, both for internal and external statements and actions.	1-Nov-20	1-Mar-21	Completed
Amplify	Seek out and share stories that help amplify Black voices, anti-racism work and lived experiences of racialized communities.	1-Dec-20	...	Ongoing
Strategize	Develop a comprehensive Black Lives Matter Action Plan to establish accountability within all levels of the organizations and to share with our community and stakeholders. This process included consulting with Kojo Dampety, Executive Director at the Hamilton Centre for Civic Inclusion, a local, Black-led partnering organization.	5-Nov-20	18-Dec-20	Completed
Strategize	Develop equity criteria for board recruitment.	1-May-21	...	In progress
Strategize	Use an equity lens as we create and renew our Strategic Plan and documents. Consider action on anti-Black racism in the context of it being a strategic issue for the organization.	21-Jan-21	1-May-21	Completed
Implement	Utilize a recruitment strategy that incorporates equity criteria within a matrix of identity and skills for future board seats.	1-May-21	...	In progress

Action Plan	Action	Start Date	Completion Date	Progress
Implement	Ensure staff have the tools and resources to implement our Black Lives Matter work/strategies/actions within the community	7-Jan-21	...	Ongoing
Evaluate	Ensure that an appropriate evaluation framework is in place for our Black Lives Matter work, and that staff have the tools and resources required to carry out meaningful evaluation activities.	1-Apr-21	1-Jun-21	Completed
Evaluate	Perform bi-annual reviews of progress to determine whether goals were put into action and effective.	1-Apr-21	...	In progress

**Table 2**

*Personnel*

Action Plan	Action	Start Date	Completion Date	Progress
Listen	Mandated anti-racism/anti-oppression training for all staff and board members with up to \$2000 allocated toward this in the budget each year. This builds and expands upon past workshops & training.		Jun-21	Completed
Amplify	Do our Black, Indigenous, and racialized staff have stories that we should share with the community? Share.	Sept-20	...	In progress
Amplify	Do our Black, Indigenous, and racialized volunteers have stories we should share with the community? Share.	Sept-20	...	In progress
Amplify	Share internal tools & resources with staff and volunteers.	Sept-21	...	In progress
Strategize	Develop equity criteria for hiring staff, including the integration of opportunities for Everyone Rides Initiative participants.	Feb-21	...	Ongoing
Strategize	Adjust our job recruitment strategies in accordance with the feedback and guidance from our partners (see #1 in Governance & Listen).	Feb-21	May-21	Completed
Implement	Track demographic data for staff, board, and volunteers.	Feb-21	...	Ongoing
Evaluate	Report on demographic data for staff, board, and volunteers.	June-21	...	In progress

**Table 3***Stakeholders*

Action Plan	Action	Start Date	Completion Date	Progress
Listen	Research what our riders and partners to understand their concerns, thoughts and ideas around Black Lives Matter, cycling, and what we can do as an organization.	Sept-20	...	In progress
Listen	Everyone Rides Initiative riders vs non-Everyone Rides Initiative riders - are the demographics distributed in any particular way? Is Everyone Rides Initiative more diverse? Than our general membership? Understand how values or needs may differ.	Sept-20	...	In progress
Amplify	Share, repost events, programming and other content from Black and Black, Indigenous, and racialized partner orgs, businesses, and community members.	June-20	...	Ongoing
Amplify	Social media takeovers with Black stakeholders/riders.	...	...	Not started
Amplify	Publish and populate a Black Lives Matter resource page on Everyone Rides Initiative website.	16-Dec-20	17-Dec-20	Completed
Strategize	Communicate about our Black Lives Matter work and plans with all stakeholders, ask them about their work. Create community dialogue.	18-Dec-20	...	Ongoing
Strategize	Complete a stakeholder analysis.	Jan-21	Feb-21	Completed
Implement	Grow the number of partnerships we have with Black organizations.	Dec-20	...	In progress
Evaluate	What actions are our stakeholders taking on Black Lives Matter? Include anti-racism work as an additional point on which we evaluate our relationships/partnerships within our stakeholder analysis.	Jan-21	Feb-21	Completed

**Table 4***Programming*

Action Plan	Action	Start Date	Completion Date	Progress
Listen	Work with local anti-racism leaders to: 1) Review programming language currently used in org materials is inclusive, anti-	...	...	Not started

Action Plan	Action	Start Date	Completion Date	Progress
	racist and equitable. 2) Identify barriers that they see/experience facing Black, Indigenous, and racialized riders			
Listen	Meet with organizations that prioritize services to the Black community to identify their cycling needs and barriers.	05-Nov-20	...	Ongoing
Listen	Collaborate with partner organizations on the best approach to bike share education and Everyone Rides Initiative registration.	05-Nov-20	...	Ongoing
Listen	Build a consistent rapport with Black, Indigenous, and racialized-led partner organizations and through this connection, casually listen to casual comments they may make about making Everyone Rides Initiative passes and cycling more appealing to their clients (create document to track this feedback and do 6-month follow ups with the partner organizations).	...	...	Not started
Amplify	Deepen connections within existing POs that service Black, Indigenous, and racialized communities.	March 2021	...	Ongoing
Amplify	Learn what barriers still limit Black, Indigenous, and racialized communities' mobility in Hamilton. Investigate why riding bikes or choosing cycling may not be an option for these communities.	June 2021	...	Ongoing
Amplify	Black Lives Matter Sessions	15-Jan-21	...	Ongoing
Amplify	Social media takeovers for Everyone Rides Initiative accounts.	...	...	Not started
Strategize	Gather the outcomes from the Theory of Change activity, share & utilize.	9-Feb-21	May-21	Completed
Strategize	Anti-racist book club (and open to the community).	...	...	Not started
Strategize	Everyone Rides Initiative staff attending non-cycling partner organizations events/classes when offered in order to build connections.	March 2021	...	Ongoing
Strategize	Seek out non-profit worker-targeted workshops and talking circles centered around equity work and racial discrimination.	March 2021	...	Ongoing
Implement	Find funding (reallocate funding) to pay Black people for their labour, e.g., content creation we are sharing.	Jan 2021	...	Ongoing

Action Plan	Action	Start Date	Completion Date	Progress
Implement	Use survey data and results to identify and remove barriers facing Black, Indigenous, and racialized riders (within our capacity as Everyone Rides Initiative or HBSI).	05-Nov-20	...	Ongoing
Implement	Continue using programming photos representative of Hamilton's Black, Indigenous, and racialized communities.	05-Nov-20	...	Ongoing
Implement	Always bring translated Everyone Rides Initiative materials and translation service options to partners and workshops (don't assume needs in advance).	June 2021 (translated materials complete)	...	Ongoing
Implement	Provide partner organizations with tools and knowledge to execute their specified educational bike share/Everyone Rides Initiative goals.	...	...	Not started
Evaluate	Update the Everyone Rides Initiative Intro survey to reflect barriers identified by Black, Indigenous, and racialized community	05-Nov-20	Jan 2021	Completed

**Table 5**

*Operations*

Action Plan	Action	Start Date	Completion Date	Progress
Listen	Demographic data collection for riders.	05-Nov-20	...	Ongoing
Amplify	Add Black Lives Matter messaging on field vehicle.	Oct-20	Oct-20	Completed
Amplify	Local Black, Indigenous, and racialized cycling stories shared on social media.	Oct-20	...	Ongoing
Strategize	Diverse representation in our advertising/promotional material.	Oct-20	...	Ongoing
Strategize	Explore how we can better reach out to underrepresented communities in our membership (demographic data input)	...	...	Not started
Implement	Doing demonstrations & outreach around new hardware in different parts of service area with new groups and existing Black riders and Black, Indigenous, and racialized communities.	...	...	Not started
Evaluate	Analysis of demographic data, input to inform strategic work.	...	...	Not started

