

Welcoming & Inclusive

COMMUNITIES TOOLKIT

"...communities are places where people celebrate their similarities & differences, their strengths, their unique historical circumstances & struggles..."



Funded by

Human Rights,
Citizenship and
Multiculturalism

**EDUCATION
FUND**

TABLE OF CONTENTS

PREFACE	4
Why we developed this Toolkit.....	4
Using this Toolkit	5
Links with other AUMA Toolkits	5
Integration within Municipal Strategic Directions	5
1.0 INTRODUCTION.....	6
1.1 What are “Actions Against Racism and Discrimination?”	7
1.2 Why Local Government?	9
1.3 How do Municipalities Benefit?	9
1.4 Coalition of Municipalities Against Racism and Discrimination	11
2.0 MAKING IT WORK	13
2.1 Key Ingredients for Success	13
A. Leadership Engagement	13
B. Shared Vision	13
C. Linking to Existing Priorities, Initiatives and Networks	14
D. Reaching Out: Local Ownership and Active Partnerships	14
E. Informed Decision Making	14
F. Safe and Inclusive Process	15
G. Demonstrating Commitment	15
H. Building on Success	16
3.0 GETTING STARTED.....	17
3.1 Set up a Planning and Implementation Mechanism	17
3.2 Gathering Information – Research, Consultation and Assessment	19
3.3 Developing the Plan	20
i. Scope of the Plan	20
ii. Strategic Areas for Action	22
· Municipality as Organization.....	22
· Municipality as Community	23
· Municipality as Guardian of Public Interest.....	24
3.4 Implementation Approaches and Considerations	25
i. Addressing Road Blocks	25
ii. Education and Training	25
iii. Open Communication & Public Education	26
iv. Locating Resources	26
v. Accountability	27
3.5 Indicators and Evaluation.....	27



TABLE OF CONTENTS *continued*

4.0 MUNICIPAL ILLUSTRATIONS	<u>33</u>
i. Brisbane – Commitments 4, 5, 6, 8, 9	<u>34</u>
ii. Saskatoon – Commitments 1, 2, 4, 5, 6, 8, 9, 10	<u>45</u>
iii. Hamilton – Commitments 1, 2, 4, 5, 7, 8, 9, 10	<u>48</u>
iv. Halifax – Commitments 4,6,8,9	<u>53</u>
v. Darebin – Commitments 4, 6, 8, 9	<u>55</u>
vi. Toronto Region Immigrant Employment Council – Commitments 4, 5	<u>60</u>
vii. Safe Harbour – Commitments 3, 4	<u>62</u>
viii. Critical Incident Response Model – Commitments 1, 3, 4.....	<u>64</u>
ix. Community Responders – Commitment 3.....	<u>65</u>
5.0 RESOURCES AND TOOLS	<u>66</u>
5.1 Municipal Initiatives	<u>66</u>
5.2 Related Toolkits and Guides	<u>71</u>
5.3 Funding Resources	<u>73</u>
5.4 Other Resources and Links.....	<u>78</u>
Appendix A: Examples of Key Ingredients For Success	<u>86</u>
Appendix B: Illustrations for Getting Started	<u>92</u>
Appendix C: Further Reflection	<u>101</u>
Appendix D: Attracting and Retaining Immigrants	<u>103</u>
Appendix E: Additional Sources	<u>104</u>
Appendix F: Acknowledgements	<u>105</u>
Appendix G: Union Involvement Links	<u>106</u>



PREFACE

Why we developed this Toolkit

In the past century great strides have been made towards fostering communities which are welcoming and inclusive of diversity. Unfortunately racism and discrimination, both systemic and individual, still exists, even in our own Alberta communities. Although it is often unintended, racism can divide communities, create unjust social and economic disparity and instability, and in some cases, even cause threats to public safety.

Municipal Governments, in partnership with other orders of government and local and national groups, have an important role to play in combating racism and creating welcoming and inclusive communities, as they function at the most practical level, and are the most closely involved in the lives of their citizens.

Dealing with racism and discrimination may not be of high priority for municipalities, as they cope with a rising workload and limited resources. However, it is an issue, which should not be ignored, especially at a time when an influx of immigrants and temporary workers is being called for to address labour shortages. Canada is in competition with countries around the world for labour. Nowhere is this more acute than in Alberta. Working towards eliminating racism is a worthy goal in and of itself, but is also tied to attracting and retaining labour by creating a more welcoming environment in the community and in the workplace.

Creating welcoming and inclusive communities is also about prevention. There are too many examples in today's world of violence and chaos resulting from racial tension. Many Alberta communities may feel that they are immune to such problems. However, as the population grows and diversifies, conflicts may arise as individuals from varying backgrounds struggle to understand one another. Cultural and linguistic barriers to newcomers and other groups accessing municipal services can create another set of issues which prevent individuals from positively engaging in their community. Taking steps to address such tensions and problems before they escalate is a key part of maintaining safety and social cohesion in communities that are making a transition from being relatively homogenous, to having a culturally and ethnically diverse population.

It is part of the AUMA's long-term strategic objectives to help foster communities that "are tolerant and caring places where citizens realize their individual potential, and form strong bonds of mutual support" (AUMA Strategic Plan, August 8, 2006). The AUMA Welcoming and Inclusive Communities Toolkit is not simply about fighting racism. It is about creating communities with positive reputations, where diversity adds to the social and economic vibrancy of the community and the quality of life enjoyed by all residents.



Using this Toolkit

Links with other AUMA Toolkits

The AUMA has created a number of resources over the years such as the [Affordable Housing Toolkit](#) and the [Guide to Municipal Sustainability Planning](#), and is working with the AAMDC to create a Citizen Engagement Toolkit. These can be valuable resources on their own, but can also be viewed as a suite of knowledge and resources, to assist municipalities to govern and provide service across a wide range of resident needs, now and in the future.

For example, if your community is going to work on a [Municipal Sustainability Plan](#), initiatives towards creating a welcoming and inclusive community could be a component of the social dimension of sustainability. So, instead of using the toolkit as a guide to a step-by-step process, your community could focus on the [Strategic Areas of Action](#) and [Municipal Illustrations](#), to spark ideas in support of your larger sustainability initiative.

Integration within Municipal Strategic Directions

Actions to promote inclusion and equity and reduce racism and discrimination should not be undertaken in a silo. Although they may require some specific programs, ultimately, it is about incorporating the diversity of residents within your community and the resulting implications, into your overall governance, planning and service delivery.

Under the Municipal Government Act, municipalities are tasked with:

- Providing good governance
- Providing services and facilities that are necessary in the opinion of council
- Developing safe and viable communities.

Municipalities cannot fully succeed in these tasks if a portion of the population is excluded from engaging in democratic governance, accessing services or facilities, or enjoying security and prosperity because of discrimination.

Whether the priority is to drive down the infrastructure deficit, diversify the economy or develop a more vibrant cultural life, building a reputation as an inclusive community will help attract the diversity of individuals required to contribute to the labour market, the economy, and the social and cultural dimensions of your municipality.

1.0 INTRODUCTION

This Toolkit was designed to assist Municipalities in Alberta wishing to take action to reduce racism and discrimination and build welcoming and inclusive communities. It was developed to serve as a tool for Municipalities pursuing a "Social Inclusion" and/or "Building Welcoming Communities" Agenda and to support Municipalities that are joining the Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD) initiative.

The Toolkit:

- Provides an introduction to taking action to build inclusion and reduce racism and discrimination;
- Gives rationale for local government involvement;
- Identifies "good practice" key ingredients to promote inclusion and equity and reduce racism and discrimination;
- Describes ways that municipal governments can develop and implement actions to promote inclusion and equity and reduce racism and discrimination;
- Provides examples of strategies, approaches, action plans, and policies that have been developed by other municipalities within and outside of Canada. These are presented to offer ideas for what is possible, as well as providing a guide and templates for local action.

In addition, the Toolkit also provides information and links to funding and other resources that might be of assistance to Alberta municipalities during the journey ahead.

*...take action to
reduce racism and
discrimination and
build welcoming and
inclusive
communities...*



1.1 What are Actions Against Racism and Discrimination?

Agreeing to what we mean by actions against racism and discrimination is often a challenging experience. Discomfort and sensitivity surrounding the issue, different interpretations around language, and varying opinions on best approaches can sometimes get in the way of individuals, communities and institutions, coming together to combat racism and discrimination. Creating a vision of an inclusive, welcoming community, free from racism and discrimination, can sometimes help to bridge these divides. Such a vision might be:

create a vision..

example:

“...communities are places where people celebrate their similarities and differences, their strengths, their unique historical circumstances and struggles - and their racial, cultural, religious and ethnic identities are not predictors of whether residents are homeless, whether they find jobs that match their skills and education, whether they are subjected to incidents of exclusion, prejudice and discrimination, and whether young people drop out of school, go to college or go to jail.”



(Adapted from Evaluation Tools for Racial Equity, Centre for Assessment and Policy Development, 2005)

Recognize that racism and discrimination exist

“In spite of domestic and international efforts, public opinion research suggests that racism remains a serious problem. This troubling reality was confirmed in a 2003 Ipsos-Reid survey commissioned by the Centre for Research and Information on Canada and the Globe and Mail. In it, 74 percent of respondents expressed the view that there is still considerable racism in Canada. Other research, including the Ethnic Diversity Survey and Statistics Canada census data, identifies...36 percent of visible minorities feel they have experienced discrimination and unfair treatment because of ethno-cultural characteristics.”
(Canada’s Action Plan Against Racism, Government of Canada, March 2005)

“It is time to recognize that the perceptions of significant discrimination among racial minorities are much more prevalent than many Canadians would like to believe, that these perceptions seriously erode commitments to Canadian society, and that a much more sympathetic response is centrally important to the future of Canadian society and identity”
(Canada’s Growing Racial Divide, Jeffrey G. Reitz, Toronto Star, October 20, 2005)

Understand that racism and discrimination are complex

Racism and discrimination operate at many different levels: individual, community, organizational and systemic. Making a difference requires knowing what it is you want to change, at which level it operates, and how to build the broadest base of support around the change process. It requires a willingness to examine policy and practice to seek ways to create organizations that are representative and responsive to the increasing diversity in communities; and it requires building bridges of understanding, communication and trust between institutions and communities, and within communities themselves.

Believe that actions against racism and discrimination can succeed and are worth the effort

“The growth and development of great cities comes from their ability to harness diversity, welcome newcomers and turn their energy and ideas into innovations and wealth...” (Forum: Pittsburgh’s prosperity depends on diversity, Richard Florida, Pittsburgh Post-Gazette, October 15, 2000)

Municipalities around the world are joining an international movement willing to take up the challenge of creating inclusive, equitable municipal organizations and communities free of racism and discrimination. They are committed to a shared process of learning and exchange, with like-minded people, to advance work within their own communities that lead to access, inclusion, equity and justice.



1.2 Why Local Government?

Local governments in Canada have been active in the development of programs to respond to diversity for over thirty years.

The Canadian Commission for UNESCO describes cities and towns as “the main focus of ethnic and cultural mixing...an ideal place to develop policies, and implement concrete strategies and actions to eliminate racism.”

(Call for a Coalition of Municipalities against Racism and Discrimination
Canadian Commission for UNESCO, 2006)

Municipal strengths and capacities that make local government such a major and critical ally in the development and implementation of actions to reduce racism and discrimination include:

- Being the major political force within the local community;
- Governing the delivery of essential services within the local community;
- Having the capacity to influence public opinion and bring diverse interests together, for the common good; and
- Having the moral authority to sway other organizations, (voluntary and private sector), and governments to address issues that have an impact on the local community.

(Adapted from Hamilton at the Crossroads: Anti-Racism and the Future of the City – ‘Lessons Learned’ from Community-Based Anti-Racism Institutional Change Initiatives
Charles C. Smith Consulting, February 2003)

1.3 How do Municipalities Benefit?

The benefits to municipalities are many:

Economic Returns

Inclusive, Welcoming Communities Attract Immigration: In Alberta’s very tight labour market, attracting and retaining immigrants, aboriginal peoples and other underrepresented segments of the workforce is becoming increasingly critical to municipal sustainability and wellbeing. Municipalities that demonstrate their commitment to creating a welcoming community, (by taking concrete action that supports inclusion and equity across economic, political, social and cultural dimensions), that is safe from racial tension, will have the best chance of attracting people to move to, remain and invest in the community.

Efficiency: A further benefit is efficiency. Improved delivery of services, better decision making, greater integration of planning, fewer complaints to and about council, and reduced vulnerability to liability in the event of discrimination or harassment complaints, are all potential benefits resulting from actions that build inclusion and equity, and reduce racism and discrimination.



Compliance with the Law

The most basic benefit to municipal government of building inclusion and equity and combating racism and discrimination is compliance with the law. The last half-century has seen dramatic legal changes at the international, federal, and provincial level. These laws include: the [International Convention on the Elimination of All Forms of Racism](#) (to which Canada is a signatory), the [Canadian Charter of Rights and Freedoms](#), the [Canadian Human Rights Act](#), the [Canadian Multiculturalism Act](#) and the [Alberta Human Rights, Citizenship and Multiculturalism Act](#). Given the significant impact of municipal government on the lives of people in their communities, the legal compliance imperative has both practical and moral significance.

Social Benefits

Improved Community Life: Communities that are committed to promoting inclusion and equity and reducing racism and discrimination, experience an increased sense of cohesiveness and belonging. Safety and security are enhanced, and there is greater and more diverse involvement with the institutions and processes of community life. Finally, municipalities can earn the trust, loyalty, and respect of their employees and citizens, by demonstrating that they take the matter of diversity seriously, and are committed to actions that further access, equity, inclusion and justice for all.

“Imagine a Community Free from Racism:

Where community and difference are celebrated, where neighbours talk to each other, share ideas and get involved in their neighbourhoods. Where individual residents of all classes and ethno-racial backgrounds, feel they have a voice and are reflected in the political, institutional and societal structures of the city. Imagine a community where everyone regardless of what community they live in can have access to affordable housing, childcare, healthcare and other services; where income security is adequate to live on and where no one needs to go hungry or lives on the streets. Imagine a city where immigrants of colour are not just the dishwashers and taxi drivers, but share in the wealth of the city and are able to use their skills to gain access to better jobs.”

(“Grassroots to Governance: Reflections and Recommendations on Advancing Anti-Racist and Equity Based Social Planning in the City of Toronto” Ramona Gananathan, Toronto Social Development Network, March 2006)



1.4 Coalition of Municipalities Against Racism and Discrimination (CMARD)

The Catalyst for this Toolkit was the call made by the Canadian Commission for UNESCO (CCU) for a Coalition of Municipalities Against Racism and Discrimination (CMARD). The Canadian Coalition, is part of the International Coalition of Cities against Racism, launched by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 2004. UNESCO hopes to establish a network of municipalities, in Africa, Latin America and the Caribbean region, North America, Asia-Pacific and Europe, that are interested in sharing experiences in order to improve their policies to fight racism, discrimination and xenophobia.

The CCU, in partnership with a group of Canadian municipalities and Non-governmental Organizations, developed a draft set of Ten Commitments and a Sample Plan of Action Against Racism and Discrimination, modeled after the European Coalition, but adapted to the Canadian context. CCU has identified three categories of commitments.

The CMARD Commitments, listed by category, are as follows:

The municipality as a guardian of the public interest

- COMMITMENT 1: Increase vigilance against systemic and individual racism and discrimination
- COMMITMENT 2: Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination
- COMMITMENT 3: Inform and support individuals who experience racism and discrimination
- COMMITMENT 4: Support policing services in their efforts to be exemplary institutions in the fight against racism and discrimination

The municipality as an organization in the fulfillment of human rights

- COMMITMENT 5: Provide equal opportunities as an employer, service provider and contractor
- COMMITMENT 6: Support measures to promote equity in the labour market
- COMMITMENT 7: Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing

The municipality as a community sharing responsibility for respecting and promoting human rights and diversity

- COMMITMENT 8: Involve citizens by giving them a voice in initiatives and decision making
- COMMITMENT 9: Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and in other forms of learning
- COMMITMENT 10: Promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality



1.4 Coalition of Municipalities Against Racism and Discrimination (CMARD)

More information on the Commitments and Coalition can be found at:
[Coalition of Municipalities Against Racism and Discrimination](#)

The Regional Municipality of Wood Buffalo led the way by being the first Municipality in Alberta to join the Coalition. Subsequently, Calgary, Drayton Valley and Brooks have joined, and many other communities have expressed an interest in being involved.



This Toolkit is meant to provide resources and ideas to help communities combat racism and become more inclusive, regardless of whether or not they join the Coalition of Municipalities Against Racism and Discrimination. AUMA encourages every municipality to consider signing the declaration. Becoming part of the Coalition, provides the following opportunities: enables the municipality to benefit from a network of shared knowledge and experience; alerts other municipalities, orders of government, service providers and the AUMA, that your municipality is serious about building inclusion and equity and combating racism and discrimination; provides benefits to citizens as communities work to become more welcoming and inclusive places to live.

2.0 MAKING IT WORK

2.1 Key Ingredients for Success

Actions to build inclusion and reduce racism and discrimination have been undertaken by local governments in many parts of the world. They might be named different things in different countries – Community Relations in Australia, Community Cohesion and Equal Opportunity in England, but regardless of the name, the desired outcomes and vision are often the same.

Combining the learning from these experiences, has led to the identification of several processes/strategies that could be considered as key ingredients for “good practice” in building inclusion and equity and reducing racism and discrimination. These are:

A. Leadership Engagement

Leadership involvement and visibility are critical. Mayor and council involvement as well as that of senior administration, validate the issue in the eyes of municipal staff, leaders of other institutions, and the general public. It has short and long term effects on the capacity to mobilize resources, build support and confidence amongst those involved, lead public education and shape public opinion. Leadership at this level also demonstrates to members of minority communities, that the broader community sees and understands their struggles, and is committed to broad-based sustained action to build inclusion and equity and reduce racism and discrimination.

B. Shared Vision

Developing a shared vision of an inclusive, equitable community, free from racism and discrimination, is an important first step. If other stakeholders and community members are engaged in the development of this vision, they are more likely to share ownership and seek ways to support it. The vision could:

- Encompass the Coalition of Municipalities Against Racism and Discrimination (CMARD) strategic targets of Municipality as Organization, Municipality as Community, and Municipality as Guardian of Public Order;
- Provide a framework for the development of strategies to build inclusion and equity and reduce racism and discrimination;
- Inform key policy areas within council; and
- Serve as a tool to inspire other community stakeholders to take action.

The articulation of this vision in all council documentation and planning, open and public acknowledgement of commitment to the vision, and support for those who are working towards it, are critical components of successful actions to build inclusion and equity and reduce racism and discrimination

C. Linking to Existing Priorities, Initiatives and Networks

To build inclusion and equity and reduce racism and discrimination at the organizational or community level, it is important to understand the big picture and then situate the work accordingly. Positioning the work within broader municipal agendas such as Municipal Sustainability, Economic Development, Business Planning, Citizen Engagement, and/or Welcoming and Retaining New Immigrants, increases efficiency as well as effectiveness. It is equally important to link with other community-based initiatives designed to increase access, integration, inclusion, participation and equitable outcomes for minority individuals and communities. We all know how the “silo approach” places undue stress on limited resources and people. Care needs to be taken to:

- Engage stakeholders from complementary initiatives in a process to reflect on actions, share best practices, and work together to make best use of stretched financial and people resources;
- Facilitate reflection and analysis among stakeholders, and develop a deeper understanding of how to bring about change; and
- Provide a supportive, relationship-based network for practitioners, founded on a sense of “common cause.”

D. Reaching Out: Local Ownership and Active Partnerships

A strategy to build inclusion and equity and reduce racism and discrimination is most successful when it is owned and developed by the local community, the groups in that community and the institutions that serve that community. Community engagement, involvement of stakeholders, and open and visible processes of planning and discussion, are all key ingredients in promoting this ownership. Municipalities cannot deliver on inclusion and equity alone. Partnerships, either informal alliances or formally constituted bodies, are key to making progress. These partnerships are most effective when there is a commonly defined vision, which brings together potential institutional and community stakeholders.



E. Informed Decision Making

Developing informed recommendations and effective action plans requires you to develop a sound knowledge base that includes:

- Learning from others' experiences and best practices;
- An analysis of existing demographic indicators, and research studies or projects that address issues of inclusion, access, equity, racism and discrimination within your community. Relevant areas might include: indicators of poverty; barriers that lead to differential outcomes or treatment in the areas of employment, education, housing, neighbourhood planning, access to health, policing, recreational opportunities and other community services; and data or anecdotal evidence of incidents of racism or discrimination;
- An assessment of the existing capacity and readiness of your organization and community to undertake work that promotes inclusion and equity and reduces racism and discrimination, and the identification of the best opportunities and approaches for the work;
- Insights gained from stakeholder groups and other leaders/advocates who are knowledgeable about inclusion, access and equity barriers faced by minority communities;
- And, most important: Input and analysis from minority communities themselves.

F. Safe and Inclusive Process

Work to promote inclusion and equity and reduce racism and discrimination requires the broad involvement of committed groups of people. For this to happen, the issue needs to be carefully framed in a way that builds inclusion for all stakeholders. Experienced practitioners have learned the hard way that the work can break down over struggles around language, definitions, meanings, and competing agendas. Developing and communicating a vision for the future that speaks to a "just society for all"; ensuring a process that bridges difference and builds bonds; and reaching agreement on a common understanding of language and approaches; are essential ingredients to building trust, awareness, new attitudes—and change.

G. Demonstrating Commitment

Successful work, to promote inclusion and equity and reduce racism and discrimination, is an investment in the future of the community and like most investments, needs ongoing commitment to ensure the best returns.

Commitment Over Time – There are no quick fixes to an inclusive, racism free society. It is not something that is done once and then forgotten. It is a journey,



which requires a willingness to plan and work over the long term through shifting or competing priorities, and changes in leadership or staff.

Commitment of Resources – Allocating resources to implement organizational changes or community actions that promote inclusion and equity and reduce racism and discrimination, can be challenging for most municipal governments. Fiscal constraints often result in municipal managers requesting additional resources in order to meet access and equity obligations. Sometimes additional resources can be found from external sources, but these are often project based and time limited. A willingness to engage in the challenge of sharing or re-distributing already stretched resources is often fundamental to sustaining the work over the long term.

Commitment to Accountability – Municipal willingness to be responsible for following through on commitments to promote inclusion and equity and reduce racism and discrimination by:

- linking them to political imperative and management competency; and
- measuring and reporting on achievements at both the organizational and community level;
- Serves as a role model to other institutions, and demonstrates genuine commitment to minority communities.

Commitment of Individuals – Great work happens when those who are involved, share a personal commitment and passion for achieving a more just and equitable society for all. Bringing on board those who already have this passion; providing education and training to obtain buy-in and commitment; and creating opportunities to build understanding, relationships and trust among those working to reduce racism and those who experience its effects; are fundamental to long term success.

H. Building On Success

The work involved in creating welcoming and inclusive communities is multi-layered, and complex. It is about:

- Developing and using processes that create a shared awareness and knowledge of each others' needs and realities;
- Building relationship and trust among different stakeholders;
- Taking the time to reflect on actions and the journey ahead; and
- Supporting capacity building at both the organizational and community level.

Finding ways to break the work down into smaller steps that allow the above to flourish, and celebrating the successes along the way, play a huge role in ensuring efforts create positive and long lasting outcomes.

See Appendix A: Illustrations of Key Ingredients for Success for examples of how communities in Canada and around the world have put these key ingredients to work in their initiatives against racism



3.0 GETTING STARTED

There are many ways that municipal governments can work to build inclusion and equity and reduce racism and discrimination. There is no single way that must be followed. The best way is the way that works for your council and your community. No matter the approach taken, the following steps will help get things done.

3.1 Set up a Planning and Implementation Mechanism

Getting started will require a steering committee to advise/manage the development, implementation and evaluation of the strategy. Potential committee structure options are:

- New or existing council committee (internal)
- Community committee (external)
- Combined committee (joint)
- Inter-departmental working group (internal)
- Nominated senior officer (internal)
- Existing planning section of the council such as the community development section (internal)
- Specialist adviser or consultant (internal)

Internal committees are best suited to planning and managing activities that are within the municipal body itself, while external or joint committees can advise on both organizational and/or community initiatives. In addition, as examples below illustrate, sub-committees may be formed which are structured according to the operations they are tasked with carrying out.

You will need to decide on the terms of reference for the committee. This should cover areas such as:

- Committee Mandate
- Committee Scope (i.e. advisory versus implementing actions);
- Roles of Members;
- Reporting Relationships;
- Authority and Accountability;
- Membership Composition and Selection;
- Meeting Schedule; and
- Committee Resources and Administrative Support.

See Appendix B: Illustrations for Getting Started for examples of methods communities have used to start work on initiatives against racism and discrimination.



Strengths and Weaknesses of Each Option

Option	Strengths	Weaknesses
Council Committee (Internal)	<ul style="list-style-type: none"> Owned by council Easier to integrate inclusion and anti-Racism planning into council 	Perception as top down
Community Committee (External)	<ul style="list-style-type: none"> Community ownership Vehicle for interaction between community leaders 	Possible absence of influence on council decision making
Combined Committee (Joint)	<ul style="list-style-type: none"> Maximizes strengths Pools knowledge Vehicle for coordination 	Different perspectives and resource bases need negotiation
Internal Working Group (Internal)	<ul style="list-style-type: none"> Combination of skills Coordination across planning areas 	Possible clash with other responsibilities
Nominated Senior Officer (Internal)	<ul style="list-style-type: none"> Strong leader 	Danger of all issues relating to inclusion and equity being funneled to this one person rather than being integrated
Existing Planning Section (Internal)	<ul style="list-style-type: none"> Existing infrastructure and planning processes can be used 	May be limited to the activities of that section
Specialist Adviser (Internal)	<ul style="list-style-type: none"> Strong content expertise 	<p>Possibly expensive</p> <p>Danger that knowledge of inclusion and initiatives against racism will leave the organization when the specialist leaves</p>

Getting started in planning to promote inclusion and equity and reduce racism and discrimination requires setting up some kind of planning and coordination mechanism.

There are many options and the right option is the option that works best for you

Note: Internal committees in municipalities with unionized workforces, require union support and involvement, especially if initiatives will impact on areas of human resource policy and practice.

See Appendix G: Union Involvement Links for examples of how unions have been involved in initiatives against racism.



3.2 Gathering Information – Research, Consultation and Assessment

There are several methods for gathering the information necessary to develop a sound action plan. These include:

- Analysis of existing demographic indicators, previous research studies, or projects within your community. Relevant areas might include indicators of:
 - Poverty;
 - Barriers that lead to differential outcomes or treatment in the areas of employment, education, housing, and access to health or community services;
 - Representation of minority community members on Community decision making bodies;
 - Data or anecdotal evidence of incidents of racism or discrimination.

- Consultation with members of minority communities and other key stake holders, who are knowledgeable about the access and equity barriers faced by minority communities.

- Consultation with other institutional stakeholders to determine the most pressing issues in responding equitably and inclusively to the increasingly diverse nature of community needs.

- Diversity audit (internal assessment) of the current level of performance of your municipal organization in responding to diversity and issues of equity, access, inclusion and racism. Some key areas to examine are policies and practices that address or have impact on:
 - Equitable representation of racial minority members within the different levels and sectors of the municipal work force, and within decision making bodies/advisory committees of council;
 - Ability of municipal administration to provide services that are accessible and relevant to the total community;
 - Ability of council and senior administration to create an organizational climate that is welcoming and respectful of the diversity of its employees and current and future client base;
 - Ability of council and senior administration to provide leadership in engaging other institutions, employers, and the broader community in the vision, commitment and action necessary to ensure an inclusive, accessible and equitable society for all municipal citizens.

Whichever way you choose to gather information, the process should be developed and used in a way that:

- Promotes planning based on what is working and what needs improvement;
- Inspires people to want to be involved as active participants in the ongoing vision and work of promoting inclusion and equity and reducing racism and discrimination;
- Invites ongoing reflection, dialogue and feedback and tracks performance.

The importance of an assessment...

A comprehensive assessment would identify Council's current approaches to creating an inclusive, accessible and equitable environment within the municipal organization and broader community, through an internal assessment of existing Council policies and practices along key areas.

It would also include a determination of the current state of affairs based on: demographic data; analysis from past projects and research; insights gained from key stakeholders; and input from racial minority communities themselves.

3.3 Developing the Plan

Now that you have determined where your municipal organization and community are situated, it is time to develop the plan. You will need to decide on the:

- Scope of the plan
- Key areas and strategies for action
- Implementation approaches
- Indicators you will use to determine if you are being successful.

Each of these phases again needs to reflect the key ingredient principles in order to have the best chance for success.

3.3(i) Scope of the Plan

Plans to promote inclusion and equity and reduce racism and discrimination can be developed at several levels. The scope of the plan will depend very much on local circumstances and will be based on the determination of need, the available capacities and resources to undertake the work, and an assessment of where the best opportunities for success exist.

Some Possible Approaches Might Be:

- A total whole-of-council approach that incorporates inclusion and equity objectives in everything that your council does;
- An approach that builds on existing practice by determining incremental improvements;
- A one-by-one focus on the key areas identified for strategic action in order to effectively tackle one piece at a time;
- Incorporation of inclusion and equity objectives and issues into specific local planning processes such as the [municipal sustainability plan](#), the local area revitalization plan, the economic development plan, the community development plan or others;
- The coordination of efforts by regional groupings of local councils with shared "Communities of Interest";
- A leadership, advocacy and/or coordinating approach in which your Municipal Council works in partnership with other relevant institutions and stake holders to develop initiatives that promote inclusion and equity and reduce racism and discrimination;
- A coordination of efforts of different levels and sectors of Government;
- A focus on specific projects targeting specific issues, e.g. a Community Education Kit within your municipal organization;
- A combination of useable elements from the above.

The idea is to work out what the local circumstances are and what level of response or planning is possible in these circumstances.

All efforts can assist to improve access, equity and inclusion...

A plan to promote inclusion, equity and discrimination can range from a comprehensive strategic plan incorporating all aspects of existing practice, to the undertaking of specific projects.

No Council should be discouraged from attempting to do something to improve access, equity and inclusion for racial minorities as all efforts big and small can assist. Ensuring efforts are shaped by the key ingredients for effective work will enhance the likelihood of success.



3.3(ii) Strategic Areas for Action

Opportunities for Municipalities to do something to promote equity and inclusion and reduce racism and discrimination abound. Defining key areas for action, and developing strategies, will depend on the knowledge of needs, capacities and opportunities identified through the research, consultation and assessment phase. The Plan needs to define the **what, how, who, and when**, and should build on as many of the **Key Ingredients** as possible:

- Leadership Engagement
- Shared Vision
- Linking to Existing Priorities, Initiatives and Networks
- Reaching Out: Local Ownership and Active Partnerships
- Informed Decision Making
- Safe and Inclusive Process
- Commitment and Accountability
- Building on Success

Below are key areas within the three categories outlined by the Canadian Coalition of Municipalities Against Racism and Discrimination: **Municipality as Organization, Municipality as Community, and Municipality as Guardian of Public Interest.**

KEY AREAS

Municipality as Organization

- **Human Resources Practices** – Policies and practices that promote the equitable recruitment and retention of members of minority communities into the municipal workforce in order to ensure that the workforce is representative of the diversity of the municipality.
- **Employee Training** – Policies and practices that ensure that municipal employees receive the training and support required to enable them to work effectively within a multi-racial workforce and respond to the needs of a racially diverse public. employees receive the training and support required to enable them to work effectively within a multi-racial workforce and respond to the needs of a racially diverse public.
- **Service Provision** – Policies and practices that support the access of racial minorities to existing services and ensure that minority concerns, needs and aspirations are reflected in the development of new programs.
- **Funding** – Policies and practices that promote equitable access for racial minority communities to available municipal funding, and the use of municipal funding to support initiatives that promote inclusion and equity and reduce racism and discrimination within the broader community.



- **Communication and Engagement** – Policies and practices that ensure that municipal communication processes are relevant and accessible to racial minorities, and that processes to engage citizens in municipal policy determination or decision making are inclusive of citizens from racial minority communities.
- **Policy and Planning Integration** – Policies and practices that ensure that all areas of municipal policy, planning and practice are examined for impact in regards to access, equity and inclusion for racial minorities, and that the same lens is used in the development of new municipal policies, plans and programs.
- **Business Practices** – Policies, practices and administrative procedures that support the municipal commitment to access, equity, and inclusion by requiring external business partners and contractors to conform to municipal access, equity and inclusion standards.
- **Accountability and Performance Management** – Policies and practices that enable the municipality to develop mechanisms and strategies to measure, evaluate and report on performance in achieving objectives.

Municipality as Community

- **Leadership** – Involving municipal leadership in mobilizing the broader community to become active participants in a strategy to promote equity and inclusion and reduce racism and discrimination. Sustained leadership involvement and visibility, and advocacy with leaders from other institutional sectors are vital to engaging broader community participation and commitment.
- **Strategic Coalitions and Partnerships** – Strategic alliances and partnerships with other institutions (such as education, health, justice, policing, business, labour, and the voluntary sector) to jointly manage initiatives that promote inclusion, access, and equitable outcomes for all community residents, and increased harmony within the broader community.
- **Public Education and Awareness** – Involving the broader community in developing a racism free community by initiating public education campaigns or events, and creating opportunities for dialogue and inter-change across racial, language, ethnic and faith identities.
- **Awards and Recognition** – Providing awards and recognition for organizations or individuals or initiatives that are contributing to building a racism free community.

- **Community Building** – Using funding and other Municipal resources to strengthen the capacity and broaden the base of existing groups and initiatives that promote equity and inclusion and reduce racism and discrimination in the community.
- **Community Liaison** – Creating mechanisms within the community for Council and leaders from other institutions to engage in dialogue with minority communities.

Municipality as Guardian of Public Interest

- **Protocols Against Racism and Discrimination** – Development of Community and Institutional Protocols to deal with incidents of racism and to provide support to victims.
- **Redress Mechanisms** – Development or strengthening of redress mechanisms to address cases of institutional racism within the community.
- **Identification of Problem Areas** – Work with Community Members and Institutional Stakeholders to identify potential discriminatory policies and practices particularly in the areas of policing, justice and corrections and identify strategies to address these inequities.
- **Education and Training Programs** – Develop and implement education and training programs with a focus on prevention and intervention for police, crown attorneys, local city officials and media on issues of racism and hate.
- **Public Education Campaigns** – Develop and implement a public education campaign to engage the community in efforts to reduce racism, discrimination and hate crimes. Provide information on the ways in which the police, community and politicians can work together to combat racism and hate.
- **Annual Report Card** – Establish an annual report card on racism and hate crimes within the community. In addition, the report card could identify what has worked in addressing hate crimes in the community and what may need to be done in the future to address this matter.

Adopt an approach...

The best strategies are the ones that are relevant to your local community. Your council or project steering committee in consultation with key stakeholders will need to make their own decisions about the best approach to adopt.



3.4 Implementation Approaches and Considerations

Developing the Plan to promote equity and inclusion and reduce racism and discrimination will already have started the process of change by creating mechanisms for discussion and involvement. Further success will require attention to the following considerations:

3.4(i) Addressing Road Blocks

Racism and discrimination are difficult and sensitive issues, and many individuals seek to avoid dealing with them directly. Work in this area can be challenging, highly charged and emotional. Not everyone responds to issues of racism and discrimination in the same way, and all too often defensiveness, resistance, denial and backlash are characteristic responses to this important work. Recognizing this ahead of time and developing strategies to address it, are key to success. Paying attention to the key ingredient principles of **Shared Vision; Leadership Engagement; Reaching Out: Local Ownership and Active Partnerships**; and most importantly, **Safe and Inclusive Process**, (particularly in the areas of inclusionary training and education for staff and other stakeholders), will play a huge role in reducing potential resistance.

3.4(ii) Education and Training

Education and training can play a critical role in the changing of institutional policies and practices and lead to individual changes in attitudes and behaviours. It needs to be an ongoing process, linked with the Plan to promote equity and inclusion and reduce racism and discrimination, and embedded within other strategic education and training initiatives. Potential approaches are:

- Developing an education and training plan for internal and external individual and organizational stakeholders in your plan.
- Developing a train-the-trainer program to ensure capacities are nurtured within the broader community to maintain ongoing education and change work. This would ensure local capacity building and the development of education and training work specific to the community's history and experiences.
- Examining ways to value and ensure effective roles for existing community-based resource groups, in the ongoing education and training work of your initiative.



3.4(iii) Open Communication and Public Education

It is important for municipalities involved in work to promote inclusion and equity and reduce racism and discrimination, to ensure that internal and external audiences are educated about the issues involved. This requires processes of ongoing communication, (both within your organization and within the broader community), that are designed to broaden the base of support. Potential approaches include:

- Implementing an adequately resourced function for regular communications with the public through avenues such as the Internet, media releases, and accessible public meetings;
- Conducting information sessions for the public on the strategies being used to promote equity and inclusion and reduce racism and discrimination. This will provide opportunities for public input into the initiative. It will also assist in identifying community leaders and issues requiring attention;
- Conducting outreach into specific communities such as youth to ensure they are informed about your work, and ways in which they can either get more information or become involved;
- Establishing a regularly convened public forum, (e.g., annually), to announce change initiatives that promote equity and inclusion and reduce racism and discrimination; as well as to be accountable for the implementation of such initiatives.

Care should be taken to ensure that communication mechanisms and processes operate both ways and bridge language barriers.

3.4(iv) Locating Resources

Like any other priority, municipal initiatives to promote equity and inclusion and reduce racism and discrimination, require adequate resources to successfully implement and sustain the work over the long term. Identifying existing resources is an important step in addressing strengths and gaps, and the resource capacity to undertake the work. It requires putting into place a viable financial plan through commitments in annual budgets and through seeking external funding when needed.

Approaches include:

- Establishing a resource list of organizations and their capacities to initiate and maintain involvement in institutional and community change work to



promote equity and inclusion and reduce racism and discrimination. This list could also identify these organization's policies and programs that address issues of inclusion and equity, as well as the resources committed to implement such work;

- Identifying resource gaps and needs, among the organizations involved in institutional and community change work to promote equity and inclusion and reduce racism and discrimination. This would assist in matching skills with need, and seeking resources to fill gaps;
- Developing a protocol for mutually beneficial relationships, between municipal, institutional and community based organizations engaged in work to promote equity and inclusion and reduce racism and discrimination. A starting point could be holding a workshop for community organizations at which representatives from local, provincial, private (foundations), and federal funding programs explain their programs, what resources were available and how to apply;
- Developing annual budgets that reflect Council's commitment to equity and inclusion and reducing racism and discrimination, by providing adequate human and financial resources to support the Initiative. This would ensure that the work, at the Municipal and community level, is seen as a core part of Council's values.
- Developing projects to seek external funding for initiatives that promote equity and inclusion and reduce racism and discrimination for time-limited, catalyst activities. Such projects can help build understanding and commitment to organizational and community change, while simultaneously providing organizations with time to consider how to support the long-term implementation of such work.

3.4(v) Accountability

Input from minority communities and critical learning from a range of initiatives, highlight accountability as a critical ingredient to successfully promoting inclusion and equity and reducing racism and discrimination. Accountability assures that the work is being done and as importantly, demonstrates the successes achieved and what is changing as a result.

Implementation approaches need to build in processes of accountability that:

- Allow for transparent reporting on achievements, lessons learned and next steps, in ways that demonstrate genuine commitment to municipal staff, institutional and community stakeholders, the general public and most importantly members of racial minority communities;



- Share achievements, lessons learned and innovative approaches with other municipalities and levels of government as a way to support institutional and community work to promote equity and inclusion and reduce racism and discrimination across Canada;

Putting the plan in action...

Implementing the Plan to promote equity and inclusion and reduce racism and discrimination, requires:

- considering how to address road blocks
- build in education and training
- develop mechanisms for open communication and public education
- locate resources, and commit to accountability



3.5 Indicators and Evaluation

Planning ahead for how you will measure the success of your efforts, and building in processes to give you ongoing feedback and long-term comparative data that can be used to indicate change, is an essential part of promoting equity and inclusion and reducing racism and discrimination.

The Centre for Research on Immigration, Ethnicity and Citizenship (CRIEC), which was commissioned by UNESCO to identify indicators for evaluating Municipal policies aimed at fighting racism and discrimination is proposing two complementary approaches.

Action Indicators: analyzes initiatives or actions that Municipalities undertake to promote equity and inclusion and reduce racism and discrimination in the three areas of Municipality as Organization, Municipality as Community, and Municipality as Guardian of Public Order.

Results Indicators: the ongoing analysis of socio-economic data to determine if socio-economic outcomes for individuals from racial minority communities are improving.

For the second to be possible, Municipalities would have to commit to the collection of empirical data that permits a breakdown along racial lines and other aspects of vulnerability (faith, language, immigrant status, etc.)

CRI EC's survey of selected Cities across Canada revealed the following types of Results Indicator data:

Economic data	Unemployment rate, income levels and poverty rates by ethnic or national origin, to enable interpretation of the position of racialized groups (education level should be used as a control variable) Other data: employment rate of racialized groups, under-employment of such groups, long-term retention of members of such groups by employers
Housing data	Residential segregation, access to ownership, commute times and dependency on public transport, user-friendliness of bus services
Data on Public Safety	Hate crimes, number of reported racist incidents, number of discrimination complaints, percentage of persons indicted/tried for criminal offences, citizens' feelings of security
Education data	Official language training and competence, educational attainment, participation in higher education, home computer and on-line access, waiting time for English classes and adult education
Health data	Hospitalization and mortality rates, obesity rates, infant mortality and birthweights
Data on Civic Participation at Municipal Level	Representation of racialized groups within the city council and in management of local bodies

CRIEC has identified three stages to data collection and analysis:

Stage One:

Diagnosis: Collection of data that outline the current situation for racial minorities in the community and current status of the municipal organization as an anti-racist organization. This data would inform the development of the plan to promote equity and inclusion and reduce racism and discrimination, and serve as a baseline for later comparison.

Stage Two:

Implementation: Ongoing collection and analysis of information and data to determine whether the Plan strategies, approaches and implementation mechanisms are on the right track.

Stage Three:

Impact Assessment: It is at this stage that comparison of result indicators could occur.

CRIEC proposes the following Action and Results Indicators:

City as an Organization

Sector	Action	Results Indicators
Staff training and services	<ul style="list-style-type: none"> • Diversity and anti-racism training • Translation services • Hiring of multilingual personnel 	<ul style="list-style-type: none"> • Take-up of municipal services by racialized groups, accessibility and adaptation of the services
Participation of members of racialized groups in decision-making and executive bodies	<ul style="list-style-type: none"> • Recruitment and training of potential applicants 	<ul style="list-style-type: none"> • Per cent of racialized groups in management positions • Per cent participation of racialized groups in City Council and its committees • Per cent of racialized groups in cultural bodies
Institutional services to counter manifestations of racism	<ul style="list-style-type: none"> • Harassment complaints committee or ombudsman 	<ul style="list-style-type: none"> • Number of complaints received and handled • Percentage of situations corrected

City as a Community

Sector	Action	Results Indicators
Participation of racialized groups in city life	<ul style="list-style-type: none"> • Liaison mechanisms on “advisory committee” lines • Funding for community initiatives • Support for or promotion of public events • Prizes or distinctions to highlight outstanding contributions 	<ul style="list-style-type: none"> • Feeling of belonging as measured by surveys • Existence or lack of “headline figures” from racialized groups
Education	<ul style="list-style-type: none"> • Partnership with relevant bodies (Ministry of Education, Schools Boards, etc.) 	<ul style="list-style-type: none"> • Educational attainment among racialized groups • Ability of racialized groups to speak official language(s) • Success rate of young people from racialized groups at the various levels of the education system • Participation of racialized groups in higher education • Participation of racialized groups in adult education • Internet access
Poverty and residential segregation	<ul style="list-style-type: none"> • Partnership with higher echelons of government and relevant NGOs (e.g. Chamber of Commerce), targeted programs 	<ul style="list-style-type: none"> • Poverty rate among racialized groups • Unemployment and underemployment rates among racialized groups • Average and median income of racialized groups (data cross-tabulate with school attendance, broken down by sex and age group) • Measures of residential concentration (cross-tabulated with poverty indicators)

City as Guardian of Public Order

Sector	Action	Results Indicators
Police organization	<ul style="list-style-type: none"> • Hiring from racialized groups • Training law enforcement agents • Updating codes of ethics • Adoption of appropriate programs and policies (e.g. against racial profiling & hate crimes) 	<ul style="list-style-type: none"> • Make-up of police forces • Number and nature of hate crimes • Number of cases of racial profiling • Offence rates by neighbourhood
Judicial resources	<ul style="list-style-type: none"> • Existence of bodies to receive complaints about discrimination 	<ul style="list-style-type: none"> • Reported racist incidents • Number of discrimination complaints (reported and heard)

The following Sample Plan: Evaluation Format for Local Government is adapted from an evaluation format developed by the Department of the Premier and Cabinet, Queensland State Government, Australia:

A Sample Anti-Racism Plan Evaluation Format

Item	Evaluation Question
Structure	<ul style="list-style-type: none"> Did the structure chosen by council to manage Anti-Racism Planning work effectively? Did it achieve what it was asked to achieve? Does it need to be changed in any way to make it work better?
Needs	<ul style="list-style-type: none"> Were the needs identified in the planning, the real issues in anti-racism that needed to be addressed?
Scope	<ul style="list-style-type: none"> Was the scope of the plan adequate to the task?
Objectives	<ul style="list-style-type: none"> Were the objectives identified by the plan appropriate objectives, given the needs that were identified?
Key Strategic Areas	<ul style="list-style-type: none"> Were the key strategic areas, identified by the plan, the best areas to work?
Strategies	<ul style="list-style-type: none"> Were the strategies developed by the plan relevant to achieving the objectives set by the plan?
Outputs	<ul style="list-style-type: none"> What things were done by the anti-racism plan? (physical and countable things like number of consultations held, workshops held, training sessions etc)
Outcomes	<ul style="list-style-type: none"> What things were achieved by the Plan? Were the objectives of the Plan met?
Impact	<ul style="list-style-type: none"> What can we say about the Organizational and Community environment in terms of anti-racism that indicate that it is better because of this plan
Learnings	<ul style="list-style-type: none"> What have we learned as a result of this plan? What needs to be done differently? What else needs to be done?

Measuring success...

The success of your efforts can be measured through the use and comparison of Action and Result Indicators at the data collection, implementation and impact assessment phases. Ongoing Participatory Evaluation by key stakeholders supports a cycle of action and reflection that can be used to assess and refine your work to promote equity and inclusion and reduce racism and discrimination.

4.0 MUNICIPAL ILLUSTRATIONS

The following illustrations are provided as a means of creating a vision of what is possible as well as providing a guide and template for local action. All of them demonstrate action on one or more CMARD Commitments. They are as follows:

- 4.0(i) Brisbane – [Commitments 4, 5, 6, 8, 9](#)
- 4.0(ii) Saskatoon – [Commitments 1, 2, 4, 5, 6, 8, 9, 10](#)
- 4.0(iii) Hamilton – [Commitments 1, 2, 4, 5, 7, 8, 9, 10](#)
- 4.0(iv) Halifax – [Commitments 4,6,8,9](#)
- 4.0(v) Darebin – [Commitments 4, 6, 8, 9](#)
- 4.0(vi) Toronto Region Immigrant Employment Council – [Commitments 4, 5](#)
- 4.0(vii) Safe Harbour – [Commitments 3, 4](#)
- 4.0(viii) Critical Incident Response Model – [Commitments 1, 3, 4](#)
- 4.0(ix) Community Responders – [Commitment 3](#)



Brisbane, Australia

CMARD Commitments 4, 5, 6, 8, 9

*“The aim of Brisbane City Council’s **One City, Many Cultures Multicultural Strategy** is to build a more harmonious and inclusive city. With a focus on improving access, equity and participation, this strategy aims to help Brisbane residents from culturally and linguistically diverse backgrounds in all areas of community life, including social, cultural and economic spheres.*

The...Strategy provides an integrated and formal process for recognizing and enhancing the valuable contribution and benefits that cultural diversity brings to our city. In implementing this strategy, Council will work in more innovative, positive and proactive ways to position Brisbane as a city that very clearly values and embraces diversity.”

Campbell Newman

LORD MAYOR

July 2005

Funded by Brisbane City Council and the Local Area Multicultural Partnerships Program (LAMP), the **One City, Many Cultures Multicultural Strategy** is a comprehensive and integrated across Council approach to Cultural and Linguistic diversity. The Strategy identifies Specific Objectives, Strategies, Key Initiatives and Key Performance Indicators within four outcome areas:

1. Leadership

Council actively leads, advocates and promotes Brisbane as an inclusive city that values and supports cultural diversity.

2. Inclusive Service Delivery

All of Council’s service delivery is inclusive of the needs of people from culturally and linguistically diverse backgrounds, including refugees.

3. Working Together

Partnering with community, business and other levels of government to deliver Council services, programs and facilities that are responsive to the needs of people from culturally and linguistically diverse backgrounds, including refugees.

4. Inclusive Business

Economic benefits are maximized through the city’s cultural diversity.



OUTCOME 1: LEADERSHIP

Council actively leads, advocates and promotes Brisbane as an inclusive city that values and supports cultural diversity.

Objective	Strategy	Key Performance Indicator
<p>Council plays a leadership role in promoting Brisbane as a city that welcomes people from culturally and linguistically diverse backgrounds including refugees.</p>	<ul style="list-style-type: none"> • Provide advice and support to the Lord Mayor and Councilors to enable effective leadership on the multicultural agenda for Brisbane. • Work collaboratively across Council to ensure integrated responses to deliver culturally appropriate services. • Ensure Council's signature facilities and programs celebrate and promote the city's cultural and linguistic diversity. • Advocate to the Federal and State Government on the needs of people from culturally and linguistically diverse backgrounds in Brisbane. • Promote and celebrate Council's achievements with multicultural and refugee communities across the city. 	<ul style="list-style-type: none"> • Residents from culturally and linguistically diverse backgrounds satisfaction with Council's leadership and support.

Key Initiatives

- Establish and support the Multicultural Board
- Deliver Welcome events for refugees and newly arrived migrants
- Facilitate Cultural Diversity Advisory Group (CDAG) to advise on the co-ordination of Council's multicultural agenda across the organization
- Incorporate the needs of multicultural communities in planning for future developments e.g. Neighbourhood Planning
- Ensure on-going monitoring and evaluation of Council's Multicultural Communities Strategy
- Advocate to State and Federal Governments about the needs and experiences of people from CALD backgrounds, including refugees.

OUTCOME 2: INCLUSIVE SERVICE DELIVERY

Objective	Strategy	Key Performance Indicator
People from culturally and linguistically diverse backgrounds are provided with information that meets their needs.	<ul style="list-style-type: none"> Ensure that Council's corporate website and the our brisbane.com portal reflects Council's commitment to multiculturalism and provides easy links to multicultural information. Translate key Council information into an identified number of community languages. Develop appropriate multilingual signage in the inner city to reflect Brisbane's diversity. Offer telephone interpreter services to CALD people as required. 	<ul style="list-style-type: none"> CALD Community satisfaction with Council services: CALD Community satisfaction with amount of information provided by Council CALD Community satisfaction with the quality of information provided by Council CALD Customer satisfaction with accessibility to Council information & services
Deliver Council services, programs & facilities in a culturally appropriate manner	<p>Develop and implement strategies to ensure the following programs are accessible to and inclusive of people from culturally and linguistically diverse backgrounds:</p> <ul style="list-style-type: none"> Health & Safety Services Library Services Transport Services Sport and Recreation Community Facilities Grants Program 	<ul style="list-style-type: none"> CALD Resident's perceptions of safety in Brisbane CALD Residents' satisfaction with Council's operation of bus services CALD Resident's satisfaction with Council's operation of ferry and citycat services
Brisbane's diversity is reflected in Council's workforce	<ul style="list-style-type: none"> Provide recruitment, support and career development to people from culturally and linguistically diverse backgrounds. Provide Cultural Diversity Training for all Council staff 	<ul style="list-style-type: none"> CALD Residents rating of opportunities for consultation

Key Initiatives for Outcome 2

- Facilitate Getting to Know Brisbane information & consultation forums targeting new and emerging communities.
- Welcome newly arrived refugees and provide them with appropriate information.



- Use interpreters, language cards and double phone handsets in all customer service areas
- Translate key information about Council services, programs and facilities into appropriate community languages, using the Translation Guidelines and the Translations Checkers database
- Translate Library membership information into various languages to assist CALD communities to join the library and to be aware of the conditions of membership and the services available to them
- Provide library lending collections in key community languages and provide access to a further languages through the State Library of Queensland
- Deliver cultural programs in libraries to increase connections with refugee and multicultural communities.
- Train all Customer Service staff including Brisbane Transport Bus Operators in Cultural Diversity training
- Offer name badges to Bus Operators that state the language other than English spoken where appropriate.
- Monitor and report on progress against Corporate EEO targets and achievements of the Equity & Diversity Plan.
- Offer employment opportunities for refugees and newly arrived migrants through Traineeships, Community Jobs Plan Program & Apprenticeships.
- Increase access to sporting and recreational facilities for people from culturally and linguistically diverse backgrounds including refugees.
- Ensure the needs of people from culturally and linguistically diverse backgrounds are included in Council's Customer Focus Strategy.
- Provide information on food safety laws and standards, to small business, in a culturally appropriate manner
- Plan and deliver infant immunization services in culturally appropriate ways.



OUTCOME 3: WORKING TOGETHER

Partnering with community, business and other levels of government to deliver services, programs and facilities that are responsive to the needs of people from culturally and linguistically diverse backgrounds, including refugees.

Objective	Strategy	Key Performance Indicator
Develop partnerships to leverage improved outcomes for people from culturally and linguistically diverse backgrounds	<ul style="list-style-type: none"> • Work with the Federal and State Government to improve the settlement outcomes of CALD people including refugees. • Work with multicultural and refugee communities to ensure Council programs target priority needs of these communities. • Assist multicultural and refugee communities to source other funding opportunities including State and Federal Governments. • Enhance and increase the participation of people from CALD backgrounds in Council community programs (e.g. grants, festivals, sport and recreation). • Enhance the participation of people from culturally and linguistically diverse backgrounds in Council led community engagement. • Facilitate partnership opportunities with multicultural community organizations in the development and delivery of Council's cultural programs 	<ul style="list-style-type: none"> • Number of specific external partnerships formed to improve service delivery to Refugee and Multicultural communities. • CALD Resident satisfaction with Council's provision of festivals, cultural events & activities.

Key Initiatives

- Co-ordinate the Community Relations Reference Group.
- Promote Council's Community Grants Program to multicultural and refugee communities.
- Contribute to and support the Local Area Multicultural Partnership Program (LAMP).
- Work in partnership with the Department of Immigration, Multicultural and Indigenous Affairs and Multicultural Affairs Queensland.
- Support cross-Council reference groups for Council employees identifying with an EEO group.

OUTCOME 4: INCLUSIVE BUSINESS

Economic benefits are maximized through the city's cultural diversity

Objective	Strategy	Key Performance Indicator
Promote and leverage business and economic opportunities through Brisbane's cultural diversity.	<ul style="list-style-type: none"> · Increase engagement and establish links between Council and Brisbane's ethnic businesses. · Promote and market Brisbane as a multicultural city locally, nationally and internationally. · Develop partnerships with key stakeholders including government agencies to enhance participation of people from CALD backgrounds in local economic development. · Contribute to Council's knowledge / data in relation to multicultural business within Brisbane. · Enhance Council's relationship with international students, to build economic development opportunities. 	<ul style="list-style-type: none"> · Multicultural businesses' satisfaction with Council's support

Key Initiatives

- Establish and support the Lord Mayor's Multicultural Round Table.
- Work with education providers, industry associations and state government to market Brisbane as a preferred destination for International students.

Key Achievements

In 2004, an evaluation of the One City, Many Cultures Strategy was undertaken. The achievements revealed are numerous and impressive.

AIM	All Multicultural Communities	New & Emerging Communities	Established Communities	Council As An Employer
Leadership	<ul style="list-style-type: none"> • Coordination of Community Relations Reference Group • Coordination of Cultural Diversity Advisory Group • Hand in Hand Anti-Racism Project 	<ul style="list-style-type: none"> • Needs analysis – Supporting Refugee Settlement • Scoping of the development of a Welcome Centre for new and emerging communities 	<ul style="list-style-type: none"> • Internet training for Italian & Arabic speaking older people to reduce social isolation • Forum to build capacity of multicultural groups 	<ul style="list-style-type: none"> • Cultural leave provisions for staff • Staff equity reference groups • CALD employment targets
Inclusive Service Delivery	<ul style="list-style-type: none"> • Translation Guidelines • Postcards and Pamphlets marketing strategy • Pocket Neighbourhood Guides 	<ul style="list-style-type: none"> • Getting to Know Brisbane Project – information & consultation forums • Getting to Know Brisbane Map • Translations of key Council documents into various new & emerging languages • Online Welcome Kit for Refugees and Migrants • Active & Healthy Program – targeting young refugees • Myths and Facts about Refugees 	<ul style="list-style-type: none"> • Islam in Brisbane booklet • Translations of key Council documents into various community languages 	<ul style="list-style-type: none"> • Cross Cultural Training • Staff forums to raise awareness of cultural diversity issues
Working Together	<ul style="list-style-type: none"> • Community Development Grants to support community capacity building, and Cultural Grants to celebrate cultural diversity • Partnerships between libraries and community groups to launch cultural materials and projects in libraries 	Community development grants projects include: <ul style="list-style-type: none"> • Somali Community Women’s Mobility Project • Brisbane Action Web for Refugee Collaboration • Scattered People CD • Ethical Property Management • Refugee Homework Clubs • Hazara Women’s project • Vietnamese Women’s “Behind the Door Project” 	Community Development Grants projects include: <ul style="list-style-type: none"> • ProDiversity Employment Program • Sharing Our Wisdom • Buddha’s Birthday Festival • Neo-Rooz Festival • Vietnamese New Year Festival • Culturally appropriate resources for the elderly 	<ul style="list-style-type: none"> • Facilitated Community Jobs Programs targeting Refugees • Employment of Bilingual consultants to assist with project implementation

Achievements – Selected Highlights

Refugee Employment Assistance Project: This Community Jobs Program (CJP) project employed six people from refugee backgrounds who were trained to do various community development projects. Throughout the project, the participants increased their level of English skills, administration and computer skills and knowledge about community development. Each participant had a mentor to support them through the project. Participants were placed in various teams within the Council. Community organizations worked with the community development staff on various projects.

Project outcomes included:

- assisted refugees, whose qualifications are not recognized in Australia and who are long-term unemployed, to gain experience in an Australian workplace
- increased refugee communities capacity to run their own community development projects

Admin Community Jobs Program Project: for people from culturally and linguistically diverse backgrounds, especially refugees, who are at risk of being long term unemployed. Participants gained experience in an Australian work environment and learned office administration skills to increase their chances of entering the job market. In addition to administrative skills, participants gained valuable skills in project work and community development. The thirteen people who participated in the project selected placements within Council or from a variety of community groups. They were able to specialize in their preferred field, such as arts, refugee settlement, housing, youth, and customer service.

Other CJPs include construction, landscaping and horticulture projects. Two examples are: renovation of Marymac Hall in Annerley, (a community facility used by ethnic community groups), and renovation of the Refugee Claimants Support Centre

Bus Tickets for Refugees: The Brisbane City Council's Working with Refugees Strategy identified the transport needs of refugees as a barrier to accessing essential services to support effective settlement and active participation in civic life. In December 2003, the Council piloted the distribution of a limited number of free bus tickets to refugees in the first 6 months of their settlement. These tickets consisted of day rovers and ten trip savers for adults and children and were distributed by key community organizations. In light of the success of this pilot project, Council, in partnership with Multicultural Development Association, continues to provide free bus tickets to newly arrived refugees. To further increase refugees understanding of using public transport in Brisbane, information sessions have also been held.



Refugee Week Breakfast: A Refugee Week Breakfast was held for Council staff to increase their awareness of the experiences of and issues facing people from refugee backgrounds settling in Brisbane. Five different communities demonstrated their customary way in coffee making and a light breakfast was also provided. The coffee and food reflected some of the diverse communities from refugee background living in Brisbane including Bosnia, Eritrea, Somali, Ethiopia and Vietnam.

Anti-Racism Project: The Anti-Racism project began in early 2002. It included: conducting a literature review of journal articles, web-sites and items from mainstream media dealing with racism; compiling a database of best-practice models of anti-racism projects in Australia and overseas; conducting a pilot project- "Hand-in- Hand." This project tested the findings from the literature review and the database to seek community perceptions of cultural diversity and ways of dealing with racism at a grassroots level

Council as an Employer: Brisbane City Council has a diverse workforce and currently has an employment target of 12.5% for people from culturally and linguistically diverse backgrounds. Each division within the Council is required to do a Local Equity and Diversity Plan – Human Resources provides support if requested. Cultural and Ceremonial Leave is available for staff at Brisbane City Council. The Staff Equity and Diversity Reference Group meets regularly and provides an avenue for staff from culturally and linguistically diverse backgrounds to raise issues or concerns and also provides peer support.

Cross Cultural Training: Many Council staff have participated in training in cultural diversity and this is viewed as contributing directly to an organization that is working towards inclusive service delivery across all areas. There is training run centrally by Customer Service Branch, but many other parts of the Council – such as Brisbane Transport – have their own training programs that incorporate aspects of cultural diversity.

Lunch Time Forums for Council Staff: These regular forums provide opportunities for staff to find out more about Brisbane's diverse communities, hear about the work of Community Development Services and discuss topical issues relating to multicultural and refugee issues. Some examples of lunchtime forums include:

- Unveiled Islam: this forum raised awareness about Islam practices and discussed the differences between religion and culture.
- Iraqi Forum: this forum offered Council workers the opportunity to hear stories from Iraqi residents in Brisbane, how they have settled here and what life is like in a new city.
- Vietnamese Forum: this forum addressed some of cultural characteristics, needs and issues of the Vietnamese community in Brisbane. It provided opportunity for Council staff to ask questions and identify how the Council

can work more effectively in a culturally appropriate way with the Vietnamese communities in Brisbane.

- **Afghani Forum – ‘What You Did Not Hear and See About Afghanistan on the 6 O’Clock News’:** this forum was organized as an informal panel discussion for Council staff looking at some of the facts behind the television news stories and how they impact on the Brisbane community.

Community Grants Program: Examples of projects funded by the Brisbane City Council through the Community Grants Program include:

Somali Community Women’s Mobility Project:

Designed to increase Somali women’s mobility and independence to participate in community life. The Project offered women from the Somali community opportunities to learn about road rules, driving theory, sit the learner’s permit test, receive driving lessons and to sit driver’s license tests where appropriate. The Somali women gained an increased self-confidence and went on to establish their own association.

Ethical Pest Management Project:

A group of West End residents initiated the Ethical Pest Management (EPM) project. The group formed to overcome employment barriers facing refugees and to provide environmentally friendly pest control services to the local community. The project increased the cooperative members’ ability to create their own employment opportunities.

Brisbane Actionweb for Refugee Collaboration (BARC):

The BARC web-site facilitates collaboration within the refugee sector, enables organizations to avoid duplication of effort and assists the sector to connect available resources with the needs of refugees. It includes information about coming events, news, volunteer and employment opportunities, requests, fundraising ideas and comprehensive organization listings.

Scattered People CD:

The CD aims to increase awareness of the hardships of people who have gone through refugee experiences, including torture and trauma and to celebrate the survival and resilience of these people as they seek refugee status in Australia and resettle in Brisbane.

Culturally Appropriate Volunteering Service (CAVS):

This project aimed to develop a collaborative, multi-agency model for providing volunteer services to socially isolated older people, people with disabilities using caregivers from culturally and linguistically diverse backgrounds living in the community.

Diverse Older People Online:

This action-research project provided advice about ways that Council could make

their internet initiatives more accessible to seniors from culturally and linguistically diverse backgrounds. Using bi-cultural facilitators, workshops were held to gain information about what these seniors groups knew about the internet and also provided opportunities to increase their skills and understanding of the use of the internet.



Red Cross African Homework Project:

This Project homework assistance three days per week to Somali children. The community believed that children would acquire self-confidence in learning by forming positive study habits. The Red Cross African Settlement Worker and volunteers supported by the Australian Red Cross volunteer coordinator facilitated the project. At least one parent was expected to attend each session to ensure the 'good behaviour of children'.

Saskatoon, Saskatchewan

CMARD Commitments 1, 2, 4, 5, 6, 8, 9, 10

The Cultural Diversity and Race Relations Policy of the City of Saskatoon supported by the City's Race Relations Committee and guided by its vision to: *"...work with community organizations, business and labour, all orders of government, and other stakeholders to create an inclusive community, where ethno-cultural diversity is welcomed and valued, and where everyone can live with dignity and to their full potential, without facing racism or discrimination"*, identifies the following Outcomes, Indicators of Success. And Monitoring Data:

Outcome	Indicators of Success	Monitor
<ul style="list-style-type: none"> The workforce will be representative of the population of Saskatoon 	<ul style="list-style-type: none"> The ethno-cultural groups represented in the workforce in Saskatoon and within the Corporation of the City of Saskatoon will reach levels that represent the demographics of the city 	<ul style="list-style-type: none"> Rates of employment by ethno-cultural groups. Underemployment by ethno-cultural groups in regards to work in jobs below skills and training. Retention of ethno-cultural groups by employers over the long term. <p>(Sources: Statistics Canada, Labour Force Survey, Federation of Canadian Municipalities)</p>
<ul style="list-style-type: none"> There will be zero tolerance for racism or discrimination in Saskatoon 	<ul style="list-style-type: none"> Reported incidents of racial discrimination in the community have decreased. 	<ul style="list-style-type: none"> Police statistics and reported incidents of racism from organizations, such as the Human Rights Commission <p><i>Note: Coordinated systems of reporting may need to be developed with a variety of organizations. The City of Saskatoon should develop and publicize a system that is user friendly and non-intimidating to people wishing to report incidents of perceived racism as they apply to civic programs and workplaces. Non-confidential aspects of tracking, actions taken, and reporting on results of investigations should be a part of the process.</i></p>
<ul style="list-style-type: none"> Community decision making bodies will be representative of the whole community of Saskatoon 	<ul style="list-style-type: none"> The number of people from a variety of ethno-cultural backgrounds who are participating in local government, such as City Council, committees advising Council, Community Associations, School Boards, etc. has increased 	<ul style="list-style-type: none"> Composition of Council and committees by ethno-cultural background. Monitor increase in participation on decision-making bodies based on the demographics in neighbourhood profiles. Monitor and report the extent to which the City has become a leader in achieving the outcomes of the policy within its own organization.
<ul style="list-style-type: none"> There will be awareness and understanding in the community regarding the issues, and acceptance of the various cultures that make up Saskatoon. 	<ul style="list-style-type: none"> Awareness and understanding regarding the issues of various cultures has increased both within the community and within the Corporation of the City of Saskatoon. Organizations and the City are working together to create greater awareness and understanding. 	<ul style="list-style-type: none"> Monitor public awareness and understanding through perception surveys. Monitor and evaluate the effect of City of Saskatoon cross-cultural awareness programs. Monitor best practices research from agencies and other cities.



Roles and Strategies

The City identifies the following Roles and Strategies to achieve its Cultural Diversity and Race Relations Policy Outcomes:

A leader in the community by communicating the City's vision and role in regards to the issues.

Strategy: Inclusive Communication – The City of Saskatoon will review its methods of communication to ensure that information is provided in a variety of ways to make it easily accessible to our diverse population.

A leader in the community by achieving the outcomes within its own organization

Strategy: Employment Equity – The City of Saskatoon is an Employment Equity employer and commits itself to the development and promotion of policies and practices designed to eliminate discriminatory barriers in the workplace consistent with the Employment Equity Plan approved by the Saskatchewan Human Rights Commission. The Workplace Harassment Policy has been established to provide a supportive environment for all employees. The City of Saskatoon will encourage and facilitate greater participation and greater access to employment by members of designated groups.

Strategy: Work-Place Training – The City of Saskatoon will provide cross-cultural and cultural sensitivity training throughout the Corporation, so that both management and other employees can work towards eliminating systemic barriers and creating a welcoming and supportive environment for employees of all cultural backgrounds. As well, there is a need for education for potential employees on hiring processes, in order to assist them in accessing available jobs.

A facilitator to bring other agencies together to work jointly towards the outcomes

Strategy: Collaboration and Partnerships – The City of Saskatoon will encourage and facilitate partnerships and collaboration among agencies to work towards jointly achieving the community outcomes. A first step will be to form an ongoing committee or coalition of agencies to work together on strategies and action plans.

A coordinator or clearing-house for information sharing

Strategy: Cultural Awareness and Anti-Discrimination Education – The City of Saskatoon will work with other agencies to share resources and develop joint public education programs to increase cross-cultural understanding and to decrease incidents of discrimination.



A granting agency through existing grant programs.

Strategy: Analysis and Communication – The City of Saskatoon will review its existing grant programs, and modify them if required to include funding for race relations activities. The City will communicate about its grant programs in an inclusive manner.

Cross-reference cultural diversity & anti-discrimination initiatives and strategies...

The Cultural Diversity and Race Relations Policy is supplemented by the City's "Employment Equity Plan" which is monitored and approved by the Saskatchewan Human Rights Commission, and the "Saskatoon Plan for Homelessness and Housing." These documents serve as cross-references to the City's cultural diversity and anti-discrimination initiatives and strategies.



Hamilton, Ontario

CMARD Commitments 1, 2, 4, 5, 7, 8, 9, 10

The Strengthening Hamilton Community Initiative through its partnership Community Roundtable voiced a vision of promoting "A vibrant and harmonious community that values our racial, religious and cultural diversity; that fosters respect and encourages public dialogue; a community in which people are enabled to become active participants and contributors. (Our Vision, 2001-2004)." The Roundtable went on to identify four key directives for the initiative.

Promote the safety and security of all residents of Hamilton

- To have ways to assess and respond to threats to the community's sense of safety and security.
- To reduce myths and false impressions about diverse groups in Hamilton through public education.
- The Police and other security services to respond fairly, with respect and balance, to visible minorities and the broader community.
- To make sure there is Minority Representation in Police Services.
- To make plans that identify issues, assess gaps, and work out solutions to protect and improve day to day responses to diverse communities, Neighbourhoods, Schools and Workplaces

Develop broad-based strategies to combat racism

- The City of Hamilton to be an employer that reflects the diversity of the community
- Housing, health, education and social services to be more accessible by reducing barriers identified in past consultations by community members.
- The Media to report on the different experiences of Hamilton's diverse community without reinforcing stereotypes.
- Ongoing learning opportunities about the impact of racism

Develop education campaigns to foster understanding and mutual respect within Hamilton's diverse community

- School Boards to develop ways to include intercultural education in what is being taught to children and youth. Schools involve parents.
- Interfaith communities to take the lead in finding ways to increase interfaith and intercultural education throughout the community.
- More opportunities for adults to learn about different faiths and cultures
- The Media to increase their role in providing multicultural education/cultural education



Build community leadership with the capacity/ ability to:

- Carry out activities that increase people's understanding of the effect of racism on the Hamilton community.
- Engage more Hamiltonians, from cultural, religious and racially diverse groups, in community and civic opportunities.
- Leaders of large institutions commit to actions, plans, and practices to talk about racism.
- These same leaders to reach out to the diverse communities to tell people about ways they can become involved in their sectors and for these leaders to learn from diverse communities about their cultures.
- Leaders of faith, culture and other groups are recognized and become partners with leaders from large institutions and organizations

In March 2003 SHCI held a public forum to report back to the community and to share the next action steps of the Animateur and Strategy Teams. Community members had an opportunity to contribute in conversation circles with the Animateurs, to volunteer to participate in upcoming activities, meet with key leaders from many sectors, and to network with other caring citizens. Following is a brief listing of initiatives planned by their Strategy Teams

Report Card on Racism: Lead Animateurs – Dr. Gary Warner, Chair of Settlement and Integration Services Organization. Mr. Don Jaffray – Executive Director of Social Planning and Research.

Initiative: Annual Report Card to be presented to the Community

Hamilton City Council: Initiative: Provide a report on "Lessons Learned" from other anti-racism initiatives. Evaluate the effectiveness of the SHCI in addressing racism. Keep the community informed on activities and results of all strategies via bi-annual report cards.

Media: Lead Animateur: Dana Robbins, Editor-in-Chief, Hamilton Spectator. Initiatives: Permanent advisory committee between media and diverse communities; Diverse community assignments to editorial boards; A media-sponsored competition for teens dealing with racism; Open houses on media topics targeted to specific communities; Educate communities about each other. Educate the broader community about issues facing diverse communities.

Safety and Security: Lead Animateur – Chief Brian Mullan, Hamilton Police Services.

Initiatives: 16 member Advisory Board established to address diversity issues. Develop Awareness Campaign for newcomers, educating them on their rights, and the roles and responsibilities of the police. Expand education and training of police staff on anti-racism. Increase visible minority representation in the police services – recruiters to go out to the diverse communities.



Intercultural/ Interfaith Understanding and Respect: Lead Animateurs – Dr. Anne Pearson, Hamilton Interfaith Group, and Mr. Charles Reid, Superintendent, Hamilton-Wentworth District School Division 6.

Initiatives: Hamilton District School Board is creating a community diversity committee to focus on programming, policies and procedures and also to advise on anti-racism and equity policy. Both School Boards are reviewing and updating their anti-racism and equity policies. Hamilton-Wentworth Catholic School Board is reviewing and strengthening the peer-training component of the Diversity Camps. Conversation/story-telling café's designed to continue dialogues on the issues are being piloted in the community at several sites and in 3 local secondary schools. Their effectiveness will be evaluated. An Interfaith Conference will be organized for the purpose of strengthening the networking and partnerships among faith groups.

Community Leadership: Lead Animateurs: Winston Tinglin, Past Chief Executive Officer, United Way of Burlington, Hamilton-Wentworth, and Dr. Pat Daenzer, Professor, McMaster University.

Initiatives: Implementing recommendations of the Mohawk-McMaster Forums on Leadership. Partnering with Bay Area Leadership project in two feasibility studies. Youth Training and Mentoring and Intercultural Advocacy Central. Facilitate Conversation /Storytelling Cafes.

Accomplishments in 2002:

Logo Campaign: The Hamilton and Region Arts Council committed time and effort to organize a Logo Campaign to support the Strengthening Hamilton's Community Initiative. A call for entries, outlining the SHCI vision and goals and the prizes of \$2000 and \$1000 for first and second place winners, was distributed across a wide range of arts networks, media and multi-cultural associations. SHCI received 33 entries from 22 artists.

Hamilton Spectator Survey: Over 1,800 residents of the City completed the Hamilton Spectator Survey on Racism and Discrimination in the month of June. The results, which were published in time for Canada Day, gave the SHCI Initiative and the community a baseline of attitudes in these areas. Although this was not a scientific survey, the data did provide a good sense of how individuals, and to some extent groups, were reacting to these issues.

Public Launch: The Public Launch of the Strengthening Hamilton's Community Initiative happened March 20, 2002, on the eve of the International Day for the Elimination of Racial Discrimination. The Champions and Chairs of the Community Roundtable and its Working Committee outlined the strategies and processes during an open public dialogue on the issues of racism, safety and security, community leadership, and interfaith and intercultural education. The purpose of the Launch was to inform the public of the SHCI



The Strengthening Hamilton Community Initiative has evolved into the Hamilton Centre for Civic Inclusion (HCCI), but is still based on the two foundational concepts of collaboration and sustainability. HCCI is identified as a community resource that will assist the City, major institutions, business, service providers and others to initiate and sustain transformative processes to create racism-free and inclusive environments. It will develop and provide training and education resources, and enable easier access to relevant research and information. HCCI will also be a source of support and information to newcomer immigrant and refugee communities, diverse ethno-racial and ethno-cultural groups and Aboriginal communities. It will help build community leadership and enable productive dialogues and partnerships between marginalized and 'centralized' communities, organizations and institutions.

A three-year plan of action in support of this direction was approved by the SHCI Community Roundtable on February 21, 2006. The major goals for the 3-year Plan Of Action "Enabling Institutional Change through Community Partnership" are:

1. Public Education And Resource Sharing

Goal:

Promote initiatives that heighten the public's awareness and understanding of the impacts of racism and effective actions that can be taken to address the problem.

Best Practices and Tools for Change

Goal:

Facilitate the development and dissemination of effective models, guidelines and "best practices" in anti-racism work, utilizing in particular, principles embedded in SHCI's Anti-Racism Strategic Framework.

Anti Racism Network and Advisory Committees

Goal:

Foster understanding, co-operation and mutual respect among Hamilton's diverse faith and cultural groups, building on their shared goals and aspirations as members of Hamilton's community.

2. Equity, Access And Participation

Long-term Goals:

- Promote and facilitate the development of partnerships and multi-sector initiatives to create racism-free environments in all areas of civic life- including social, cultural, and economic arenas.
- Promote and facilitate full participation of Hamilton's racial, cultural and



religious minorities in decision-making processes affecting the city and its institutions, in line with principles of inclusion and the civic importance of fostering leadership and maintaining the vitality of the democratic process.

3-year Goals:

Promote and facilitate development of partnerships between key institutions and ethno-racial and faith-based communities in order to create inclusive, racism-free environments within following sectors of civic life

- a. Employment sector
- b. Education sector
- c. Health sector
- d. Housing sector

3. **Accountability**

Goal:

Establish and maintain high standards of public accountability, ensuring that the Hamilton Centre for Civic Inclusion's results are continually monitored, outcomes are evaluated and full reports are made to the public at appropriate intervals.



Halifax Regional Municipality (HRM)

CMARD Commitments 4,6,8,9

The Halifax Community and Race Relations Policy was developed in 1997 by the City's Community and Race Relations Advisory Committee. The Policy affirms and endorses the distinct character of the Municipality by:

- Recognizing the equality of rights and privileges of residents from all its Diverse Communities.
- Promoting zero tolerance of discrimination based on racism.

Goals	Equality of Opportunity Assisting in the participation of all residents in civic and community affairs	Education & Sensitization Increasing civic and community awareness about the Municipality's Diverse Communities	Anti-Racism Working to eliminate racism and promote understanding and acceptance between the Diverse Communities residing in the Municipality	Cultural Diversity Promoting greater knowledge, understanding and acceptance and celebration of diversity
Strategies	<ul style="list-style-type: none"> i) Institute and modify where necessary current and future policies and procedures to ensure the reflection of the needs of its diverse communities. ii) Seek advice and where possible implement ideas from all its Diverse Communities. iii) Address equal opportunity in the provision of services and programs. iv) Institute such positive policies and practices as will ensure that its diverse communities achieve appropriate representation on Boards, Commissions, Committees, civic work-force and all similar bodies. v) Plan and deliver services to its Diverse Communities in a manner reflective of their needs. vi) Actively work towards participation representative of its Diverse Communities in civic and community affairs. vii) Communicate information about Municipal programs and activities to its Diverse Communities. 	<ul style="list-style-type: none"> i) Promote the Community and Race Relations Policy to all its civic employees and elected officials. ii) Promote the Community and Race Relations Policy to the Community at large. iii) Promote Municipal services and programs to its Diverse Communities. 	<ul style="list-style-type: none"> i) Not tolerate racism ii) Integrate anti-racism and multi-cultural content into existing, ongoing and future training sessions for staff and elected representatives. iii) Prohibit the use of all municipal facilities from individuals and groups that may violate or promote the violations of the rights that are guaranteed to other individuals and groups under the Nova Scotia Human Rights Act and the Canadian Charter of Rights and Freedom. iv) Encourage and support the development of programs and projects that promote harmony among its Diverse Communities 	<ul style="list-style-type: none"> i) Participate in the preservation, integration and celebration of the heritage, cultural and artistic values of all its Diverse Communities ii) Encourage its Diverse Communities to share their customs, values and traditions with one another.



In 2005, George McLellan, the Chief Administrative Officer of HRM hosted an immigration forum designed to identify initiatives that would move Halifax to becoming a more welcoming community to immigrants. The resulting input from representatives of business, government, not-for-profit organizations, immigrant settlement organizations, and immigrants themselves, was used in the creation of an Immigration Action Plan. A summary of the Action Plan is below:

Action Plan:

	Communications – External Focus	Organizational – Internal Focus
Phase I	<ul style="list-style-type: none"> • Host citizenship ceremonies. • Provide welcome letters to newcomers from the Mayor and Councilors. • Web-site improvements. • Develop a “New comers’ Guide to HRM.” • Create an advisory group of staff and citizens to identify the challenges and needs of diverse communities. • Utilize HRM access centres to link immigrants with existing services. 	<ul style="list-style-type: none"> • Fulfill HRM’s diversity mandate to ensure employees represent the population they serve. • Develop a list of potential interpreters within the HRM workforce. • Establish a “Where in the World” section in the HRM News employee newsletter.
Phase II	<ul style="list-style-type: none"> • Work with community partners to provide HRM service information in multiple languages. • Develop additional versions of the “New comers’ Guide to HRM” in Arabic, Mandarin, Spanish, Farsi, Russian and French. • Increase diverse community representation on municipal committees and in policy & event planning. • Improve staff training in communications, in particular in how to communicate in plain language. • Explore opportunities for the three levels of government to co-locate service centres. • Collaborate with Halifax Regional School Board to provide information to students on civics and by-laws. • Promote culture in HRM. 	<ul style="list-style-type: none"> • Enhance cultural diversity training for customer service and front-line public employees. • Encourage appropriate behavior and create staff performance accountabilities for recognizing diversity. • Enhance emergency service protocols for dealing with diverse languages.

Darebin, Australia

CMARD Commitments 4, 6, 8, 9

In 2003, Darebin City Council's Executive Management Team (EMT) renewed its Memorandum of Understanding with the Darebin Ethnic Communities Council (DECC) for a further three years.

Executive Management Team (EMT)'s undertaking within the MOU

1. Communication and Information Awareness

To improve access to the City's services and seek full participation by all citizens in the life of the City, the EMT will:

- Promote and expand the Multilingual Communication Service and the multilingual Web site to achieve 50 % increases on their 2002 usage by end of 2006;
- Increase Council's staff awareness about the characteristics and aspirations of the City's CALD communities;
- Continue to successfully undertake projects, like "Living in Harmony," which seek to eliminate racism and build community trust, understanding and respect;
- Review the City's languages policy in 2006 (based on the City's Household Survey 2005), to ensure it meets the communication needs of the City's emerging CALD communities;
- Ensure that community surveys and consultations and, in particular, the City's customer satisfaction survey and the City's household survey include appropriate representative sampling of the City's CALD communities and seek annual community views about Council's performance in managing diversity and the community's attitude about living in a diverse community;
- Ensure all Council written information and publications are accessible to the City's major CALD communities by 30 June 2006, through the effective promotion and use of Council's Multilingual Communication Service and significant annual progress be demonstrated each year of the Memorandum;
- Conduct regular events, seminars, forums and other occasions (like the City's breakfast seminars), which aim to educate, inform and expand the awareness, knowledge and understanding of the City's staff and community on issues pertinent to multicultural affairs.

2. Committed People

To build an organizational culture, structure and workforce, capable of fulfilling the Council's diversity vision; The City will:

- Develop an improved integrated Diversity function with appropriate structural arrangements within the organization in line with Council's



adopted Diversity Policy to reflect the City's valuing of diversity management, and to enhance its competencies and capacities in fulfilling its vision and meeting its access and equity commitments;

- Review its human resource processes, practices and policies, in order to attract and select applicants who value cultural diversity;
- Develop annual diversity management training programs for all employees at levels commensurate with their roles and responsibilities;
- Progressively recruit employees with skills and profiles that are relevant and beneficial to the demographic profile of the Darebin community, paying special attention to those language and ethnic groups significantly under-represented in the workforce. Provide an appropriate mix of community languages across customer service staff;
- Include diversity management as a key performance indicator of management competency, as part of the City's performance appraisal system for members of the EMT and other appropriate managers, and provide a summary snapshot of the annual diversity management performance of the management group to the EMT/DECC Forum;
- Select consultants and contractors for city projects where diversity management capabilities could make a difference.

3. Accountability, Performance Measurement and Reporting

To fulfill its responsibilities as a local government authority, which exists to serve the needs of its constituency, the City will develop strategies, and reporting mechanisms, that enhance its accountability to its CALD communities, through rigorous measurement of inputs and outcomes. For this purpose the City will:

- Report annually, to the community, the results of its efforts to achieve its diversity vision. The "diversity report" will be progressively expanded to include service usage data, across the whole range of Council services, which captures cultural diversity profiles of users;
- Conduct a triennial Diversity Conference commencing in October 2003, through which it will demonstrate the progress being achieved towards its diversity management vision, in line with Council's adopted Diversity Policy;
- Prepare a Council Plan that is informed by the City's diversity report and incorporates the key elements of the City's diversity strategies and Diversity Policy. The EMT/DECC forum will also play an important strategic role, through its annual calendar of meetings, to ensure input into:
 - Corporate Plan – annually in March
 - Budget – annually in April
 - Best Value Review – annually in August
 - Annual Report – annually in September
- Annual diversity management performance of EMT – annually in October

4. Best Value Service Reviews

- The City will use Best Value Service Reviews to systematically embed access and equity considerations into the organization's planning, monitoring and evaluation processes. This will be done by:
 - Providing an access and equity analysis arising from each best value service review to the EMT/DECC forum, prior to the completion of the review;
 - Reporting on access and equity outcomes from the best value service reviews in the City's annual report.

5. Innovation, Leadership and Special Projects

The City will undertake special and innovative projects on an annual basis to position Darebin City Council as a leader in managing diversity. These special projects will:

- Test new approaches to diversity management;
- Inject excitement derived from short- to medium-term successes;
- Enhance the City's diversity management capability;
- Drive long-term systemic changes to council practice;
- Provide momentum and encouragement for the city's employees as they pursue diversity management challenges;
- Involve Darebin citizens and address important issues directly affecting their quality of life;
- Arise from the interaction of participants at the EMT/DECC forums.

Darebin Ethnic Communities Council (DECC)'s undertaking in the MOU

- fulfill its responsibilities as an elected leadership body representative of ethnic groups in Darebin;
- participate in achieving the objectives of this MOU in collaboration with the City's EMT;
- provide input, advice and feedback to the City as requested by various departments;
- critique the progress of this MOU by raising issues of concern with EMT
- participate in evaluating the outcomes of this MOU in collaboration with the EMT.

Achievements

Within the framework of its first Memorandum of Understanding with DECC, Darebin City Council achieved the following:

Communication Improvements

- The development and implementation of an in-house Multilingual Communication Service (MCS);
- A comprehensive website in 12 languages, other than English, which are



- spoken in Darebin;
- A corporate letterhead with translated messages on the back in 12 languages;
- A comprehensive multilingual communication policy and guidelines developed and communicated to all staff.

Note: MCS is a centralized in-house communication service, which consists of a Multilingual Telephone Line (MTL) operated via a pool of Language Aides (LAs), on-line multilingual information, and a centralized translation service. The LAs provide basic interpreting services to council staff in their interaction with citizens who have difficulty communicating in English, or who prefer to communicate in a language other than English. The LAs are trained bilingual council staff, paid an annual language aide allowance in addition to their normal salary.

Increased Community Access (by CALD Communities)

- Increased funding to CALD groups (from \$65,000 or 15.4% of total grants in 00-01 to \$91,000 or 19.2% of total grants in 01-02). The grants cover categories of community support, art and culture, and sports and leisure;
- Library loans of LOTE (languages other than English) material rose from 100,000 loans in 00-01 to 148,000 in 02;
- Access to respite care services for people from CALD communities rose from 39% of the total number of users in 2002, to 49% in 2003;
- Access to home care services rose from 30% in 2002 to 38% in 2003;
- Increased participation by CALD communities in Council's feedback, consultation and decision-making processes. For example in 2001 only 11% of people participating in the Council's household survey were from CALD backgrounds in comparison to 37% in 2002.

Best Value Reviews

Many Service Units have completed their Best Value Service reviews and these have resulted in baseline data and reports. Deficiencies and issues identified from these reports have resulted in the development of consultation plans, business plans, and changes in Service design.

Human Resources

A Recruitment for Diversity program was established, which documented the diversity profile of existing staff, and examined the A-Z of staff recruitment, including what is written in positions descriptions, to where, how and what is advertised, job interview techniques, induction/orientation, training, and performance appraisal. A comprehensive Human Resources approach ensured that staff employed at Darebin City Council appreciate, understand and value diversity as well as become more competent at working within a culturally diverse community, and within a diverse workplace.

- Diversity related information included in all position descriptions;
- Introduction to EEO and Diversity training provided to all new permanent and temporary full time and part time staff;



- EEO and diversity refresher training provided to all managers and coordinators annually;
- Interview questions developed relating to diversity issues for a range of position classifications;
- Positions advertised through a variety of media, (e.g., press, internet, culture specific press);
- A staffing framework and strategy for recruitment of customer service officers has been developed. A targeted recruitment process has resulted in employment of staff with language skills required within the customer service pool;
- Diversity management related behaviours are included in the global accountabilities component of the performance management system;
- Diversity statistics of the organization are reported to EMT annually;
- Council's procurement and tendering policies will be reviewed to include diversity management capabilities;
- All expressions of interest for consulting and training provision, developed by the OD branch, make reference to the diversity of the organization.

Special projects

The aim of the special projects was to inject excitement by undertaking short-term projects and using them as learning opportunities. Projects included:

- A multicultural program of events implemented at Darebin Libraries which led to greater participation of CALD communities in library activities;
- A forum on designing open spaces for a multicultural society was organized in 2001. Council designated a park area in the municipality as a pilot project where the principles from the forum could be tested and become the way council designs all open spaces in the future. A new approach was used in gauging the views of the residents who live near the park. Door to door surveys were used as well as bilingual surveyors;
- A National Managing Diversity conference hosted by Darebin City Council on 1-3 October 2003, was attended by over 330 delegates. The Conference showcased best practice examples in diversity management and placed Darebin City Council at the forefront of cultural diversity management issues;
- A community relations project, focused on a particular neighbourhood, was developed to improve relations between residents of culturally diverse backgrounds in order to improve perceptions and attitudes towards the mosque in the neighbourhood;
- A feasibility study into the establishment of an Inter-Cultural centre. This has resulted in an approved plan by council, for a future centre to be built following the raising of sufficient funds.

Toronto Region Immigrant Employment Council

CMARD Commitments 4, 5

The Toronto Region Immigrant Employment Council (TRIEC), is a multi-stakeholder council that is working to improve access to employment for immigrants in the Toronto region, so they are better able to use the skills, education and experience that they bring with them to Canada.

Established in September 2003, TRIEC is a multi-stakeholder collaboration comprised of members representing employers, labour, occupational regulatory bodies, post-secondary institutions, assessment service providers, community organizations, and all three orders of government.

Background

In June 2002, the Toronto City Summit (a conference of leaders representing the city's various sectors and communities), was held to assess the Toronto Region's strengths and challenges, and shape future directions to move the region forward. Following the Summit, the Toronto City Summit Alliance (TCSA), comprised of over 40 civic leaders from the private, voluntary and public sectors, was formed to address the challenges the Summit identified as critical to a shared future.

The TCSA identified the integration of immigrants into the labour market as a key challenge facing the Toronto Region. Employment is a very significant part of settlement, and immigrants face many barriers to employment. To face this challenge, the TCSA, along with the Maytree Foundation, formed TRIEC.

TRIEC's primary goal is to find and implement local solutions that lead to more effective and efficient labour market integration of immigrants in the Toronto Region. To achieve this goal, the council is focusing on three objectives:

- Increase access and availability of value added services that support labour market integration of skilled immigrants;
- Change the way stakeholders value and work with skilled immigrants;
- Change the way governments relate to one another in planning and programming around this issue.



TRIEC Initiatives

TRIEC is currently involved in six different initiatives:

Career Bridge – helps break the unproductive cycle of no Canadian experience = no job = no Canadian experience by providing newcomers with their first Canadian work experience in their field by creating four month paid internship opportunities with employers.

Bridging Occupation and Licensing Gaps – is a proposed service and database to match employers seeking specific skills, with qualified immigrants, and immigrants requiring Canadian experience, with potential employers.

Mentoring Partnership – links established professionals, with an immigrant seeking work in the same or a similar field.

Employer Promising Practices disseminates management best practice information by featuring stories about employers who excel at bringing immigrants into their workforces. The strategies used are laid out in an easy to use format so other organizations can learn from them to better recruit, retain and promote skilled immigrants.

Getting the Message Out creates and implements public awareness campaigns, designed and managed by working groups, to portray how immigrants contribute to the local labour market and the obstacles they face.

Helping Immigrants Find the Information They Need coordinates all the information resources available to help newcomers navigate through the community, thus making it more accessible.

The Maytree Foundation – Alterna Savings Immigrant Employment Loan Program – provides financial assistance to immigrants and refugees for short-term training and upgrading that lead to employment.



Safe Harbour Program, British Columbia

CMARD Commitments 3, 4

“The Safe Harbour training which our staff received only made it even clearer how important it is to have Safe Harbours available to the community, especially in the downtown. This training also increased our staff’s awareness and appreciation for diversity. This program not only allows us to give practical support to people who have experienced racism or hate, but also gives us the opportunity to say that we as a business in this community will not accept racism or hate activity in our community.”

Anne Kuzminski, Manager, Royal Bank (Nanaimo)

Safe Harbour is a project that began in Nanaimo, British Columbia in 2004, when a range of enthusiastic businesses and agencies, became the first Safe Harbours in British Columbia.



The goal of Safe Harbour is to engage businesses, agencies, and municipalities, to work collaboratively to build safe and inclusive communities that celebrate diversity. Businesses and organizations that commit to Safe Harbour receive two hours of training, which provides them with information on how to provide a “Safe Harbour” for their clients, customers, students, and employees, and how to better serve a diverse population. The training also creates awareness about the different ways people might experience discrimination and identifies simple steps to support someone who needs temporary refuge. Upon completion of the

training, participants, who sign a Safe Harbour Participant Commitment form, receive Safe Harbour designation and a window decal to display as a visible marker of their commitment to promoting diversity in their community.

Safe Harbour is similar to the Block Parent Program where registered families place signs in the front windows of their homes which lets children know they have a safe place to go to if they are in trouble. The Safe Harbour logo, on a business or organization's window, identifies it as a sanctuary for people who experience discrimination or harassment and briefly need a safe place to go. It announces to the community that the business or organization is part of a growing network of smart, forward-looking businesses that proudly understand, welcome, and embrace the richness of diverse communities.

Currently the Safe Harbour Program is implemented in 21 communities across British Columbia: Abbotsford, Campbell River, Kamloops, Langley, Quesnel, Chilliwack, Richmond, Terrace, Victoria, Kelowna, Penticton, Burns Lake, Prince Rupert, South Vancouver, New Westminster, Penticton, Cowichan Valley, Davie Village – Vancouver, Commercial Drive – Vancouver, Burnaby and its original home, Nanaimo. AMSSA anticipates that over the next decade, the Safe Harbour decal will become as widely recognized as Block Parent and other programs that promote community safety and well-being.

Note: The Safe Harbour Program is a copyright Program of AMSSA. AMSSA is currently building the Safe Harbour network within British Columbia, and will consider expanding nationwide in the future. For more information about Safe Harbour, please visit www.safeharbour.ca.



**SAFE
HARBOUR**
RESPECT FOR ALL

Critical Incident Response Model – British Columbia

CMARD Commitments 1, 3, 4

The Critical Incident Response Model is a three-year, three-step process developed by the **B.C Ministry of Attorney General's Antiracism and Multiculturalism Unit (AMU)**. The purpose of the model is to assist communities to engage in a process to develop an anti-racism protocol that will help them to counter racism and hate activity.

Note: Each step in the process takes one year.

Step One – Getting People Talking

Supported by AMU staff, the community sponsoring organization engages as many people as possible from their community in a process to talk about:

- What racism and hate activity look like in the community?
- What are the most important issues to address?
- What strengths and resources exist that they can build on?
- What are some of the options for responding to hate activity?
- What's happening in other communities?

Participants from these conversations form a steering committee that leads the community through the next two steps.

Step Two – Bringing People Together

AMU provides funding and support for one or more community events. These events could be anything from educational seminars to plays at the local high school. The goal is to help to build new community partnerships and raise awareness about fighting racism and hate activity.

Step Three – Taking Action

AMU provides support to help to build a community protocol – a formal agreement that says, in writing, how the community will respond to racism and other hate activities. Each community decides for itself what the protocol should do and how it should look. For example, some focus on prevention, others focus on helping victims, and some address a full range of issues. The most important thing is that the protocol responds to local needs and interests.

Over 22 British Columbia Communities have engaged in the Critical Incident Response Model to date.



Nanaimo, British Columbia, Community Responder Program

CMARD Commitment 3

In 2004, following the signing of their Anti-Racism Protocol, members of the Nanaimo community decided that they needed to enhance their community response to incidents of racism or hate by providing support, information and advocacy to individuals or groups in the community that had been victimized.

To this end, they created the Community Responder Program. Through the Program, volunteers in the Community, who are committed to making Nanaimo more inclusive, and taking action in support of diversity, can participate in a two-day training program to become Community Responders.

When an incident of hate or racism occurs in the Community, victims who want help in dealing with the incident, are assigned a Community Responder. The Community Responder is responsible for connecting with the victim to set up the initial meeting. At the face-to-face meeting, the responder provides the victim with an opportunity to explore what has happened to them and to look at ways they can respond. The meeting provides an opportunity to explore what occurred in a safe environment. The role of the responder is to:

- Provide information on available options for action;
- Make referrals to other community agencies for assistance as appropriate;
- Partner with the victim to take appropriate action when requested.

Note: The Community Responder Toolkit and the Community Responder Training were made possible through funding from the B.C. Anti-Racism and Multicultural Program. The Central Vancouver Island Multicultural Society was instrumental in sponsoring the project and providing staff resources.

Victims choice...


It is always up to the victim to decide what they wish to do. The Community Responder can act as an advocate, assist with filing of a complaint, or any other response that is appropriate. The goal is for the victim to experience support, validation, inclusion, and if they wish, to challenge the mistreatment they experienced in a way that feels comfortable.





5.0 RESOURCES AND TOOLS


5.1 Municipal Initiatives


Darebin, Australia

 [Memorandum of Understanding \(MOU\)](#) This MOU between the Darebin Executive Management Team and the Darebin Etnnocultural Communities Council was signed in August 2003.

 [Darebin Multicultural Services](#) Link to Darebin Multicultural Services with information on their Multicultural Resource Directory, Multilingual Communications, Multilingual Website, UN Room, and the Darebin Ethnic Communities Council.


 [Darebin Diversity Policy](#) Darebin's Diversity Policy, developed in 2003, identifies the City's Vision, Principles, and Goals in serving a diverse community.


 [Darebin: Community Consultation Policy and Guidelines](#) Developed in 2002, this Policy identifies the goals and strategies of community consultation within a diverse community.

 [Darebin Managing Diversity Conference](#) The City of Darebin Managing Diversity Conference was held in October 2003. It was an opportunity for community groups, policy officers and representatives to discuss multiculturalism and diversity. The document contains links to all Conference proceedings and monographs.

 [Darebin Interfaith Consultation Report](#) Findings and recommendations arising from a series of consultations that took place in April 2005, between Darebin City Council and the Darebin Community on issues of faith and interfaith relations. The report also highlights interfaith models used in other parts of Australia and Britain.


Brisbane, Australia

 [Brisbane, Australia, Achievements](#) Summary Document highlighting City's achievements in responding to diversity.




 [Brisbane, Australia, "One City, Many Cultures" Strategy](#). Includes strategies, indicators and key initiatives.

-  [“One City, Many Cultures” Evaluation Report](#) Includes recommendations for Key Performance Indicators (KPI’s).
-  [Brisbane, Australia, “Working with Refugees” Strategy](#) Identifies Council’s role in refugee affairs and identifies key strategies in supporting the successful integration of refugees into the community.
-  [Brisbane, Australia, “Hand in Hand” Anti-Racism Project and Draft Anti-Racism Action Plan.](#) Taken from Conference Proceedings at the Managing Diversity Conference in Darebin in 2003.
-  [Brisbane, Australia, Multilingual Online Migrant Welcome Kit](#) The City’s online Welcome Kit, in six languages besides English, provides information and links to support integration.

England


-  [“Racial Equality Means Quality” Standard.](#) First developed in 1995 and revised in 1998, the standard was designed to serve as a tool that municipal governments could use to assess their performance in response to racial equality.
-  [“Common Standard for Equalities in Public Procurement”](#) This common standard for assessing potential contractors compliance with anti-racism and equity legislation and policies was developed by Birmingham City Council and its related authorities.
-  [“Service Planning to Meet the Housing Needs of a Diverse Population”](#) Monograph of a presentation by the City of Leicester, England, at the Darebin “Managing Diversity” Conference in 2003.

Saskatoon


-  [“Ten Years in Review”](#) Saskatoon’s Race Relations 10th Anniversary Report, which provides background on Saskatoon’s Policies and Programs and a summary of achievements from 1989-1999.
-  [Saskatoon Race Relations Policy](#) Includes A Vision Statement, Outcome Statements and Indicators of Success.
-  [Saskatoon Cultural Diversity and Race Relations Committee](#) Terms of Reference for this external Committee.

 [Cultural Diversity and Race Relations Committee 2003/ 2004 Annual Report](#) Provides insights into the workings of this Committee.


Halifax


 [Halifax “Immigration Action Plan”](#) Developed in 2005, this Action Plan identifies short term and long term actions to attract and retain immigrants to the Halifax Regional Municipality.


 [Halifax “Community and Race Relations Policy”](#) Developed in 1997, this policy identifies goals and strategies in four key areas, Equality of Opportunity, Education and Sensitization, Anti-Racism, and Cultural Diversity.

 [Community and Race Relations Advisory Committee](#) Terms of Reference for this external Advisory Committee to Halifax Regional Municipality.


Toronto


 [Toronto Roundtable on Access, Equity and Human Rights](#) Terms of Reference for this Committee and links to reports on its activities and a bibliography of City of Toronto Reports and Studies.


 [“Plan of Action for the Elimination of Racism and Discrimination”](#) This Plan of Action was adopted by the City of Toronto in 2003.





 [“Plan of Action for the Elimination of Racism and Discrimination”](#) This site provides complete information on Toronto’s Plan including the vision, strategic directions of the plan and links to other City resources and tools in the area of diversity.

 [City of Toronto Hate Activity Policy and Procedures](#) This Policy was adopted by the City in 1998.





 [Human Rights, Harassment and Hate Activity Policy Framework](#) This Policy presents a policy framework regarding the achievement of human rights and the elimination of discrimination, harassment and hate activity.

 [City of Toronto Employment Equity Policy](#) Includes background information and rationale for the Policy, which encompasses the City, as well as Agencies, Boards, Commissions and Special Purpose Bodies.



 [“Just Do It” Community Consultations Report](#) Summary of the Community Consultations on the Plan of Action for the Elimination of Racism and Discrimination

-  [Toronto Multilingual Service Policy 2002](#) Identifies the City's commitment to communication within diverse communities
-  [Vision Statement on Access, Equity and Diversity](#) This Vision Statement was adopted by Toronto City Council in 2003.
-  [“Access Equity and Human Rights – Grant Program” and “Access, Equity and Human Rights – Community Partnerships and Investment Program”](#) Provides information on these two municipal grant programs designed to promote race relations and human rights in the City, and strengthen the capacity of organizations working to promote inclusion and equity.
-  [Toronto Region Immigrant Employment Council](#) A Coalition of Stakeholders addressing barriers to equitable employment for immigrants in Toronto.

Hamilton

-  [“Strengthening Hamilton’s Community Initiative \(SHCI\)”](#) A city/community joint venture to improve understanding and promote harmony in the community.
-  [SHCI Community Dialogues](#) Report on the Community Dialogues of 2002 with community recommendations for next steps.
-  [SHCI Newsletters and Publications](#) Links to SHCI Newsletters and Publications designed to communicate progress on the Initiative to a wider audience.
-  [Hamilton Centre for Civic Inclusion](#) Provides information on the organization, which evolved from the Strengthening Hamilton Community Initiative.

British Columbia

-  [“Safe Harbour Program”](#)
A copy righted Program of AMSSA
-  [“Critical Incident Response Model \(CIRM\)”](#) Developed by the B.C. Ministry of Community, Aboriginal and Women’s Services, this model outlines “a three year, three-step process that communities can use to build healthy and safe communities and eliminate racism.”



[“Critical Incident Response Model” Success Stories.](#) Illustration of various communities in B.C that have used the Critical Incident Response Model.



[Sample Protocol “Critical Incident Response Model”](#) Community of Abbotsford CIRM Protocol: “A Response to Critical Incidents of Discrimination and Hate Crimes.”



[Nanaimo Anti-racism Initiatives](#) Community of Nanaimo website with links and information on their Action for Diversity Team, Partners for an Inclusive Community, Safe Harbour Program, Diversity and Organizational Change – Building Inclusive Organizations Program, Critical Incident Response Model, and the Community Responder Program where volunteers are trained to provide support to people who have been victimized by acts of racism or bigotry. (Note web-site is currently under construction – check back)



5.2. Related Toolkits and Guides



[“Organizer’s Kit: International Day for the Elimination of Racism and Discrimination”](#) This Toolkit provides information and strategies for organizing a public education campaign to identify and celebrate the advantages of diversity. The Toolkit was developed by the Affiliation of Multicultural Societies and Service Agencies of B.C. (AMSSA).



[Safe Harbour Organizers Manual](#) Link to The “Safe Harbour” Organizers Manual (Please note the Safe Harbour Program is copyrighted by AMSSA).



[“Long Term Anti-Racism Strategies: A Guide to Developing Effective Community Projects”](#) A guide developed by the Affiliation of Multicultural Societies and Service Agencies of B.C (AMSSA) in 2001 to assist communities to develop and implement long-term strategies to reduce racism and discrimination.



[“Facing Racism in a Diverse Nation” Study Circle Resource Guide](#) This resource guide, developed by the Study Circles Resource Centre, provides a model and facilitation guide on how to involve people in problem solving and dialogue around issues of racism.



[“Cultural Competency: A Self-Assessment Guide for Human Services Organizations”](#) This Guide presents a cultural diversity lens through which human service organizations can better understand cultural competency, reflect on their structures, policies and procedures, and plan and implement culturally competent practices. The Guide proposes a model of cultural competency and includes tools that organizations can use to examine specific functions with respect to cultural competency, including governance, administration and management, policy development, program development and service delivery.



[“Diversity Education for Change: A Guide to Planning and Management”](#) This resource guide, for organizations working in the field of diversity education, presents a set of eight tools designed to help groups plan, monitor, evaluate and report on their diversity education projects. The tools cover the entire project cycle from building a project idea, to drafting an outcomes measurement framework, to assembling a data collection plan, to writing a proposal, to reporting outcomes.



[“Pathways to Change: Facilitating the Full Participation of Diversity Groups in Canadian Society – A Tool for Organizations”](#); and



[“Pathways to Change: Facilitating the Full Participation of Diversity Groups in Canadian Society – Background Document”](#) These publications were developed to assist organizations engaged in projects to

reduce individual, institutional, and systemic discrimination and racism in order to facilitate the full participation of individuals in all aspects of society. The publications outline a “Pathways to Change” Model that organizations can use to clarify the desired outcomes of their projects, situate their projects along the “Pathways to Change”, and identify the changes resulting from their work.



[“The Kit: A Manual for Youth to Combat Racism through Education”](#)

This Youth focused anti-racism model was developed in 2002 by the United Nations Association in Canada as part of the Youth Forums Against Racism Project. The content is based on recommendations from young people across Canada of what they wanted in an anti-racism kit.



[“Anti-racism and Anti-oppression: How to Organize Anti-Racism in your Congregation”](#)

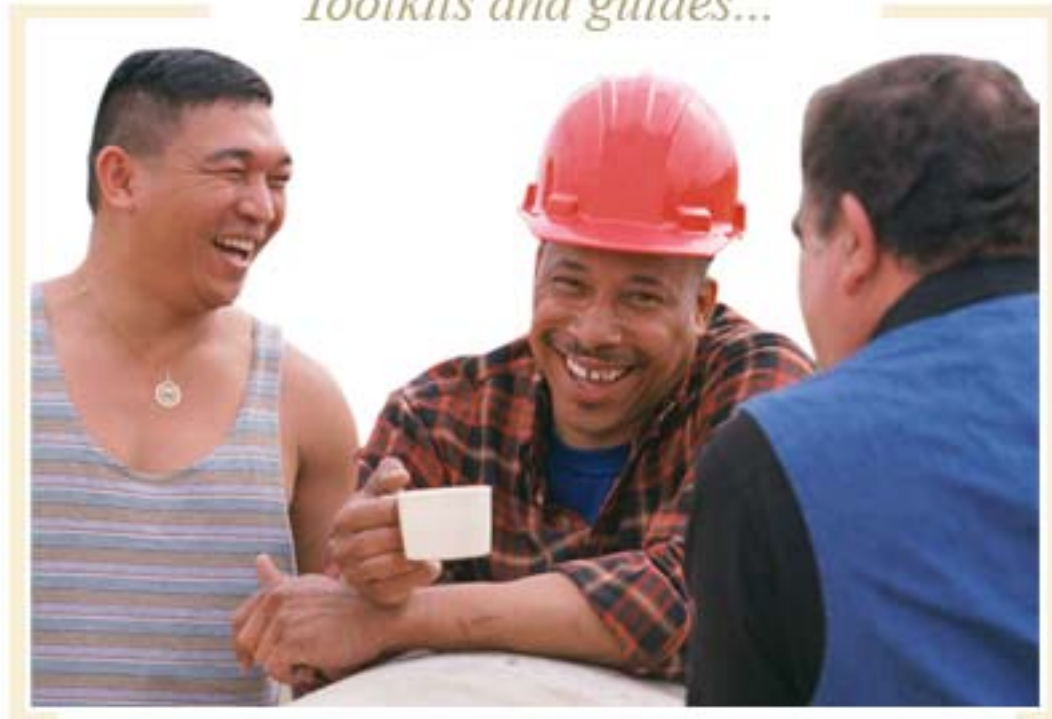
This step by step guide to anti-racism was developed by the Unitarian Universalist Association. It includes a framework for understanding the three dimensions of racism: historical, personal and institutional, and provides an assessment tool for organizations to situate themselves along a continuum of anti-racist change.



[“Attracting and Retaining Immigrants: A Toolbox for Small Centres”](#)

This Toolbox, developed by the National Working Group on “Small Centres Strategies” is designed to assist small communities to develop and implement strategies to attract and retain immigrants to their communities.

Toolkits and guides...



5.3. Funding Resources

Alberta Tourism, Parks, Recreation and Culture



The Human Rights, Citizenship and Multiculturalism Education Fund supports the Alberta Government's efforts to foster equality, promote fairness, and encourage the creation of inclusive workplaces and communities. The Education Fund provides grants to community organizations and public institutions in Alberta and develops educational resources and programs related to human rights, women's issues and diversity topics. The Education Fund receives an annual allocation from the Alberta Lottery Fund to foster equality, promote fairness and encourage inclusion in the community, and support the reduction of discrimination and barriers to full participation in society for all Albertans.

Organizations are encouraged to discuss project ideas with a consultant at least one month before a grant deadline.

Deadlines for receipt of completed grant applications are:

May 1 – for projects that begin the following August or later.

October 1 – for projects that begin the following January or later.

Contact information:

Contact: Nicholas Ameyaw
 Alberta Tourism, Parks, Recreation
 and Culture
 Human Rights and Citizenship Branch
 800 Standard Life Centre
 10405 Jasper Avenue
 Edmonton AB T5J 4R7
 Phone (780) 427-4001
 Fax (780) 422-3563

Contact: Susan Coombes
 Alberta Tourism, Parks, Recreation
 and Culture
 Human Rights and Citizenship Branch
 Suite 310 – 525 11 Avenue SW
 Calgary AB T2R 0C9
 Phone (403) 297-2768
 Fax (403) 297-6567

To call toll-free within Alberta, dial 310-0000 and enter the area code and the phone number. For province-wide free access from a cellular phone, enter *310 (for Rogers-AT&T) or #310 (for Telus or Bell).

TTY Service for persons who are deaf or hard of hearing

Edmonton: (780) 427-1597
 Calgary: (403) 297-5639
 Toll-free within Alberta: 1-800-232-7215
 E-mail: educationfund@gov.ab.ca



Canadian Heritage

The Multiculturalism Program of the Department of Canadian Heritage can provide funding to initiatives that support the following Program objectives:

Ethno-racial Minorities Participate in Public Decision-Making

- Assist in the development of strategies that facilitate full and active participation of ethnic, religious, and cultural communities in Canadian society.

Communities and the Broad Public Engage in Informed Dialogue and Sustained Action to Combat Racism

- Increase public awareness, understanding and informed public dialogue about multiculturalism, racism and cultural diversity in Canada.
- Facilitate collective community initiatives and responses to ethnic, racial, religious, and cultural conflict and hate-motivated activities.

Public Institutions Eliminate Systemic Barriers

- Improve the ability of public institutions to respond to ethnic, religious and cultural diversity by assisting in the identification and removal of barriers to equitable access and by supporting the involvement of these communities in public decision-making processes.

Federal Policies, Programs and Services Respond to Ethno-racial Diversity

- Encourage and assist in the development of inclusive policies, programs, and practices within federal departments and agencies so that they may meet their obligations under the Canadian Multiculturalism Act

Contact Information:

Northern Alberta

Multiculturalism, Alberta District Office, Canada Place

9700 Jasper Avenue, Room 1630

Edmonton AB T5J 4C3

Tel: (780) 495-3350 Fax: (780) 495-4873

E-Mail: multi_edmonton@pch.gc.ca

Southern Alberta

Multiculturalism, Alberta South Office

220 – 4th Avenue South East, Room 585

Calgary AB T2G 4X3

Tel: (403) 292-5541 Fax: (403) 292-6004

E-Mail: multi_calgary@pch.gc.ca



Public Safety and Emergency Preparedness Canada (PSEPC)



Public Safety and Emergency Preparedness Canada (PSEPC) is Canada's lead department for public safety. PSEPC has three funding programs that might support initiatives to promote inclusion and equity, and reduce racism and discrimination within municipalities.

Crime Prevention Action Fund – supports crime prevention initiatives in communities large and small. It aims to build partnerships between sectors (such as policing, community health, voluntary and private sectors) to enhance community capacity to prevent crime through social development;

Policing, Corrections and Communities Fund – supports projects where community partners work together to prevent crime, primarily through social development. It is intended for law enforcement agencies, community corrections groups/organizations, Aboriginal communities, community-based organizations and the municipalities in which they work.

Research and Knowledge Development Fund – supports a range of research activities, demonstration projects, knowledge transfer initiatives and evaluations that: identify and analyze gaps in the current body of knowledge relating to crime prevention in Canada; create new knowledge in areas where gaps have been identified; synthesize the results of existing research; and contribute to a growing awareness and recognition of promising practices and models for community-based crime prevention

Contact Information:

National Crime Prevention Centre
Tel. (Toll Free): 1 – 877- 302-6272



Citizenship and Immigration Canada (CIC)

Citizenship and Immigration Canada (CIC) has various funding programs designed to support the integration of immigrants and refugees into Canadian Society. These include:

Immigrant Settlement and Adaptation Program (ISAP) – provides funding to organizations including municipal governments for initiatives aimed at helping immigrants to settle and integrate into Canadian society. It has two funding sources: Stream A and Stream B.

Stream A: Organizations can receive funds to deliver direct services to immigrants. Examples include: reception, orientation, translation, interpretation, referral to community resources, counseling, general information and employment-related services.

Stream B: Funds are provided for indirect services that aim to improve the delivery of settlement services. Examples include: workshops, research projects or staff training programs.



[Language Instruction for Newcomers to Canada Program \(LINC\)](#) – provides funding to organizations, including municipal governments, to deliver basic language instruction to adult immigrants and refugees in English or French thereby facilitating their social, cultural and economic integration into Canada. In addition, the LINC curriculum includes information that helps to orient newcomers to the Canadian way of life. This, in turn, helps them to become participating members of Canadian society as soon as possible.



[Host Program](#) – Provides funding to organizations, including municipal governments, to recruit, train, match and monitor volunteers who will act as hosts and mentors to new immigrants. The volunteers, support the transition of immigrants to life in Canada, by assisting newcomers to learn about available services and how to use them, practice English or French, make work related contacts, and participate in the broader community. At the same time, these host Canadians learn about new cultures, other lands and different languages, and make new friends.

Contact Information:

Stephanie Robinson
Suite 240, Canada Place
9700 Jasper Avenue
Edmonton, AB T5J 4C3
Phone: 780-495-2846



Canadian Race Relations Foundation

The mandate of the Foundation is to facilitate throughout Canada the development, sharing and application of knowledge and expertise in order to contribute to the elimination of racism and all forms of racial discrimination in Canadian society.

One of the ways the Foundation advances its mission is through providing funding to organizations through its



[Program for Initiatives
Against Racism.](#)

The Program has the following objectives:

- Increase critical understanding of racism and racial discrimination in Canada;
- Expose the causes and manifestations of racism;
- Inform the general public of the facts, contrary to popular misconceptions, about groups affected by racism and racial discrimination;
- Highlight the contributions of groups affected by racism and racial discrimination, notably Aboriginal Peoples and racial minorities.

Contact:

Canadian Race Relations Foundation
4576 Yonge Street, Suite 701, Toronto, ON M2N 6N4
Tel: (416) 952-3500 1 888 240-4936
Fax: (416) 952-3326 1 888 399-0333
Email: info@crr.ca



5.4 Other Resources and Links

Outside Alberta



[National Secretariat Against Hate and Racism in Canada \(NSAHRC\)](#)

is an organization of Aboriginal peoples and diverse ethno-racial and faith-based communities from different regions of Canada. NSAHRC is committed to developing a national common effort to combat hate and racism.



[Canadian Race Relations Foundation](#) is an arms length crown

corporation of the Canadian Government with the mandate of facilitating throughout Canada the development, sharing and application of knowledge and expertise in order to contribute to the elimination of racism and all forms of racial discrimination in Canadian society. The Centre fulfils its mandate through research, information exchange, public education, consultation, collaboration and funding.



[The Affiliation of Multicultural Societies and Service Agencies of B.C \(AMSSA\)](#) is an affiliation of more than 80 multicultural agencies providing

immigrant settlement and multicultural services in communities throughout British Columbia. AMSSA creates networking opportunities, disseminates information, provide professional development, and builds organizational capacities for its members. AMSSA champions the promotion of multiculturalism, multicultural health, anti-racism and human rights.



[National Anti-Racism Council of Canada \(NARCC\)](#) is a national,

community-based, member-driven network that serves as a national voice against racism, racialization and all other forms of related discrimination in Canada. The organization strives to effectively address racism, racialization and all other forms of related discrimination by sharing and developing information and resources; by building, supporting and helping to coordinate local, regional, national as well as international initiatives, strategies and relationships; and by responding to issues and events in a timely & effective manner. Excellent database of resources, tools, and links.



[The Laurier Institution](#) is a national, non-profit, non-partisan organization, founded in 1989 by business and community leaders, to advance and disseminate knowledge about the economic and social implications of Canadian diversity. Their research and educational activities are funded by membership fees, donations, sponsorships, and project-based funding.



[Diversity Vancouver](#) is an annual, multimedia series exploring cultural diversity in Greater Vancouver. It includes an ongoing speaker series and web forum, an intensive month-long community-based series of events every February, and the development and distribution of community

resources (e.g., video and audiotapes, educational programs, and research) to support ongoing discussion in the community, schools, and institutions.



[Stop Racial Profiling](#) is a Project designed to increase awareness and understanding of the issue of Racial Profiling and its impact, and encourage action in support of ending the Practice. The site provides links to other organizations and bodies in this area.



[Metropolis](#) is an international forum for comparative research and public policy development about population migration, cultural diversity and the challenges of immigrant integration in cities in Canada and around the world. The goal is to improve policies for managing migration and cultural diversity in major cities by:

- Enhancing academic research capacity;
- Focusing academic research on critical policy questions, options and delivery mechanisms;
- Developing effective ways to use research in decision-making.

In Canada, the Metropolis Project is built upon partnerships between all levels of government, academic researchers and community organizations in five Centres of Excellence.



[Metropolis – Cities Initiative](#). The aim of the Cities Initiative is to increase the participation of municipalities in Metropolis and to foster the Project's expertise within a municipal setting. The Cities Initiative hopes to make research more accessible to municipal officials. Specific measures include a "Cities Corner" on the Metropolis Web site, identifying urban policy-research questions and organizing events that engage municipalities.



[Integration.Net](#) Funded by Citizenship and Immigration Canada (CIC), Integration-Net is a website that serves as a communications, information and research tool to support the work of the Canadian settlement community. It also provides a means to develop both a national and international exchange of information and ideas about best practices on integration strategies and programs in order to share and learn from the experience of others. The Site is hosted and managed by the Research Resource Division for Refugees, Carleton University.



[Settlement.Org](#) is a website maintained by the Ontario Council of Immigrant Serving Agencies (OCASI). The site provides links to information and resources on a wide range of issues relevant to immigrants an immigrant settlement and integration.



[Inclusive Cities Canada](#) This Cross-Canada Civic Initiative is a unique partnership of community leaders and elected municipal politicians working collaboratively to enhance social inclusion across Canada. The site contains links to publications and perspectives that enhance understanding of how to build mutually beneficial, inclusive communities.



[Evaluation Tools for Racial Equity](#) is a website maintained by the Centre for Assessment and Policy Development in the U.S.A. This incredible site, provides information, tip sheets, tools, and resources to facilitate the evaluation of racial equity programs.



[Project Change](#) Initially established in 1991 by the Levi Strauss Foundation, Project Change's mission is to empower communities to reduce racial prejudice and improve race relations, and to further the development of an infrastructure for social justice work. In addition to their training and development and technical assistance role, Project Change serves as a national clearinghouse in the USA for anti-racism information, and resources.

Within Alberta



[Prairie Centre of Excellence for Research on Immigration and Integration \(PCERII\)](#) is one of the four Metropolis research centres in Canada involved in immigration and integration research. The Prairie Centre is a consortium representing six prairie universities including the University of Alberta; University of Calgary; University of Manitoba; University of Regina; University of Saskatchewan and the University of Winnipeg. The Centre is based at the University of Alberta, in Edmonton, with research nodes at each of the other five universities.

Using both multi-disciplinary and applied research, PCERII documents the specific strategies that immigrant groups employ to effect successful integration within urban structures and systems, and identifies policy options related to immigrant integration into Canadian society. The goal is to better understand the processes by which immigrants become Canadians.

Contact:

Dr. Tracy Derwing
1-17 Humanities Centre, University of Alberta
Edmonton, AB T6G 2E5
Tel.: (780) 492-6600
Fax: (780) 492-2594
Email: pcerii@ualberta.ca



["Diversity Toolkit" Site](#) is a website designed to assist teachers, students, scholars or any activists who wish to promote equity and the acceptance of differences within schools and communities. The site offers a variety of on-line resources, funding sources, glossaries, examples of projects, and selected readings.

Contact:

Dr. Darren E. Lund
 Faculty of Education
 Education Tower 1104, University of Calgary
 Calgary, AB T2N 1N4
 Tel: (403) 220-7365
 Fax: (403) 282-8479
 Email: dlund@ucalgary.ca



[Northern Alberta Alliance on Race Relations \(NAARR\)](#) is a network of community groups, schools and individuals from rural and urban areas of northern Alberta. This network came together in 1993 with a mission to promote social justice and social harmony as a means to eliminate racism. NAARR develops and promotes anti-racist educational tools and resources for schools. NAARR also raises awareness about the consequences of racism, its sources and causes, as well as ways to combat racism through many year-round events.

Contact:

Charlene Hay
 Northern Alberta Alliance on Race Relations (NAARR)
 #4, 10865 – 96 Street, Edmonton, AB T5H 2K2
 Tel: (780) 425-4644
 Fax: (780) 421-0490
 Email: chay@naarr.org



[Central Alberta Diversity Association \(CADA\)](#) is a coalition of diverse groups and individuals in Central Alberta who have come together to promote the positive value of diversity in general, and harmonious race relations in particular. Created in April 1998, CADA undertakes community based education and initiatives to address all forms of racism and discrimination.

Contact:

Linda Tews
 Central Albert Diversity Association (CADA)
 306, 4819C – 48th Avenue, Red Deer, Alberta T4N 3T2
 Tel: (403) 340-2143
 Email: cadassoc@telus.net



[Southeastern Alberta Racial and Community Harmony Society \(SEARCH\)](#) is a partnership of individuals and agencies committed to the promotion of community harmony by: fostering awareness and understanding of the increasing diversity of the community; educating children, youth, community members and service providers about issues affecting people from different cultural and ethnic

backgrounds; and advocating on behalf of community members experiencing racism and discrimination.

Contact:

Heather Balm
 Lower Level, 476 4 Street SE
 Medicine Hat, Alberta, T1A 0K6
 Tel: (403) 526-8745
 Fax: (403) 527-4521
 Email: search@memlane.com



[Alberta Association of Immigrant Serving Agencies \(AAISA\)](#) is an umbrella organization of immigrant-serving agencies in Alberta. With a membership of 20 organizations from 8 communities across Alberta, AAISA serves as a provincial forum to facilitate identification and recognition of the needs and concerns of immigrants and refugees. AAISA works closely with all levels of Government, mainstream agencies, ethno-cultural communities, and business communities across Alberta

Contact:

Jessica Garland
 Alberta Association of Immigrant Serving Agencies
 Office Address: Suite 115, 120 – 17 Avenue SW, Calgary, AB T2S 2T2
 Mailing Address: 3rd Floor, 120 – 17 Avenue SW, Calgary, AB T2S 2T2
 Tel: (403) 290-5758
 Fax: (403) 262-2033

AAISA Member Agencies:

Brooks

Global Friendship Immigration Center
 2nd Floor, 120 – 1st Avenue East, Brooks, AB T1R 1C5
 Tel: (403) 362-6115
 Fax: (403) 362-6337

Calgary

Calgary Bridge Foundation for Youth
 201, 1112B – 40 Avenue NE, Calgary, AB T2E 5T8
 Tel: (403) 230-7745
 Fax: (403) 230-0774
 E-mail: hyee@calgarybridgefoundation.com



Calgary Catholic Immigration Society
3rd Floor, 120 – 17 Avenue SW, Calgary, AB T2S 2T2
Tel: (403) 262-2006
Fax: (403) 262-2033
E-mail: contact@ccis-calgary.ab.ca
Website: www.ccis-calgary.ab.ca

Calgary Immigrant Aid Society
1200, 910 – 7 Avenue SW, Calgary, AB T2P 3N8
Tel: (403) 265-1120
Fax: (403) 266-2486
E-mail: info@calgaryimmigrantaid.ca
Website: www.calgaryimmigrantaid.ca

Calgary Immigrant Educational Society
1723, 40 Street SE, Calgary, AB T2A 7Y3
Tel: 403 235-3666
Fax: 403 272-7455
E-mail: info@immigrant-education.ca
Website: www.immigrant-education.ca

Calgary Immigrant Women's Association
#200, 138 – 4 Avenue SE, Calgary, AB T2G 4Z6
Tel: (403) 263-4414
Fax: (403) 264-3914
E-mail: general@ciwa-online.com
Website: www.ciwa-online.com

Centre for Newcomers
125, 920 – 36 Street NE, Calgary, AB T2A 6L8
Tel: (403) 569-3325
Fax: (403) 248-5041
Website: www.centrefornewcomers.ca

Jewish Family Service Calgary
200, 4014 Macleod Trail S. Calgary, AB T2G 2R7
Tel: (403) 287-3510
Fax: (403) 287-3735
E-mail: anna@jfsc.org
Website: www.jfsc.org

Edmonton

ASSIST Community Services Centre
9653 – 105A Avenue, Edmonton, AB T5H 0M3
Tel: (780) 429-3111
Fax: (780) 424-7837
E-mail: info@assistcsc.org
Website: www.assistcsc.org



Catholic Social Services
10709 – 105 Street, Edmonton, AB T5H 2X3
Tel: (780) 424-3545
Fax: (780) 425-6627
E-mail: immcss@catholicsocialservices.ab.ca
Website: www.catholicsocialservices.ab.ca

Changing Together: A Centre for Immigrant Women
3rd Floor, 10010 – 105 Street, Edmonton, AB T5J 1C4
Tel: (780) 421-0175
Fax: (780) 426-2225
E-mail: changing@interbaun.com
Website: www.changingtogether.com

Edmonton Immigrant Services Association
#201, 10720 – 113 Street, Edmonton, AB T5H 3H8
Tel: (780) 474-8445
Fax: (780) 477-0883
E-mail: eisa@compusmart.ab.ca
Website: eisa-edmonton.org/

Edmonton Mennonite Centre for Newcomers
#101, 10010 – 107A Avenue, Edmonton, AB T5H 4H8
Tel: (780) 424-7709
Fax: (780) 424-7736
E-mail: mcnedm@emcn.ab.ca
Website: www.emcn.ab.ca

Centre d'accueil et d'établissement d'Edmonton
50, 8627 rue Marie-Anne-Gaboury (91e rue), Edmonton, AB T6C 3N1
Tel: (780) 669-6004
Fax: (780) 469-3997
E-mail: s.accueil@acfaedmonton.ab.ca
Website: www.acfaedmonton.ab.ca/1_acfa.html

Indo Canadian Women's Association
#335, Tower II, Millbourne Shopping Mall, Edmonton, AB T6K 3L6
Tel: (780) 462-6924
Fax: (780) 466-6594
E-mail: icwaedmonton@yahoo.ca
Website: www.icwa-char.org



Grande Prairie

Immigrant Settlement Services
#202, 9924 – 100 Avenue, Grande Prairie, AB T8V 0T9
Tel: (780) 538-4452
Fax: (780) 532-8857
Website: www.telusplanet.net/public/reading1

Lethbridge

Lethbridge Family Services – Immigrant Services
508 – 6 Street South, Lethbridge, AB T1J 2E2
Tel: (403) 320-1589
Fax: (403) 317-7654
E-mail: ifsis@theboss.net
Website: www.lethbridge-family-services.com

Medicine Hat

SAAMIS Immigration Services Association
177 – 12 Street NE, Medicine Hat, AB
Tel: (403) 504-1188
Fax: (403) 504-1211
E-mail: sis@telusplanet.net

Red Deer

Central Alberta Refugee Effort (C.A.R.E.) Committee
202, 5000 Gaetz Avenue, Red Deer, AB T4N 6C2
Tel: (403) 346-8818
Fax: (403) 347-5220
E-mail: care2@telusplanet.net
Website: www.intentr.com/immigrantctr

Catholic Social Services
#202 – 5000 Gaetz Avenue, Red Deer, AB T4N 6C2
Tel: (403) 346-7055; 346-8818
Fax: (403) 347-5220
E-mail: immcss@catholic-social-services.ab.ca
Website: www.catholic-social-services.ab.ca

Wood Buffalo – Fort McMurray

YMCA of Wood Buffalo – Immigrant Settlement Services
201 – 10011 Franklin Avenue, Fort McMurray, AB T9H 2K7
Tel: (780) 791-7520
E-mail: immigrantservices@ymcaes.com
Website: www.ymca.woodbuffalo.org



APPENDIX A

Examples of Key Ingredients for Success

Leadership Engagement



[Hamilton, Ontario](#)

In Hamilton, Ontario, following the September 11, 2001 bombing of the World Trade Centre, "...a number of disturbing incidents and a climate of fear and distrust...surfaced in some parts of the community...As a result, (Hamilton) Mayor Bob Wade convened a group of 70 concerned citizens and community leaders representing many different sectors, constituencies and networks to form a Roundtable to discuss measures to improve understanding and promote more harmony in the community." The Roundtable, under the Mayor's leadership, went on to implement a three-year community-wide initiative called the **Strengthening Hamilton Community Initiative**, to enhance safety, acceptance and harmony among the people of Hamilton.



[Darebin, Australia](#)

In Darebin, Australia, the Darebin City Council's Executive Management Team, which is made up of the City Manager and seven general managers, "signed a Memorandum of Understanding with the Darebin Ethnic Communities Council which committed the parties to working together to achieve responsive, effective and tangible outcomes that benefit Darebin's culturally and linguistically diverse citizens."

Shared Vision



[Hamilton, Ontario](#)

Vision:

"A vibrant and harmonious community that values our racial, religious and cultural diversity; that fosters respect and encourages public dialogue; a community in which people are enabled to become active participants and contributors."



[Saskatoon, Saskatchewan](#)

Vision:

"The City of Saskatoon will work with community organizations, business and labour, all orders of government, and other stakeholders to create an inclusive community, where ethno-cultural diversity is welcomed and valued, and where everyone can live with dignity and to their full potential, without facing racism or discrimination."



[Darebin, Australia](#)

Vision:

“A diverse and democratic City where citizens work together to advance community life.”

Key Elements

“Diversity – It is no longer acceptable to communities in Australia for government to treat them as one undifferentiated group of people. The community is diverse. It is also not acceptable for government to treat sectors of the community...as marginalised groups requiring specialised services. Recognition of disadvantage cannot be placed outside the mainstream of the community and outside of government’s key or core responsibilities. It must be integrally part of the mainstream of service delivery and community engagement.”

“Diversity and Equity – Government needs to address matters of diversity with a focus on ensuring that access to Council services is equitable...Community members should not experience barriers to accessing a service because of difficulties accessing information on the service (i.e. through language barriers) or because the service does not address diversity needs. Information regarding a service (or even the service itself) must be offered in a manner that all with need can access. Also Council must be ready to include adequate levels of resources to ensure that the information is appropriate to guide how services may be best delivered.”

“Valuing Diversity...As Darebin City Council – has already shown, it does so by actively valuing diversity. It does so by recognizing that everyone in the community has their own special needs and wants. It does so by recognizing that we are all different, not that others are different. While Darebin “manages” diversity, it does so valuing the strengths of the community’s diversity, rather than managing in order to avoid or placate them.”

Linking to Existing Priorities, Initiatives and Networks

Queensland, Australia



[Local Area Multicultural Partnership \(LAMP\)](#)

In Queensland, a partnership was developed between the State Government of Queensland, the Local Government Association of Queensland, and 16 Municipal Councils. Through the partnership, participating councils are supported to design programs in the areas of

access, equity and community relations that are reflective of the unique “make-up, needs, and aspirations” of their communities. LAMP has:

- Dedicated human and financial resources to partner municipal councils to support their Access, Equity and Community Relations work.
- Developed a website that serves as a venue for sharing best practice information among the participating councils. The web-site features what the different participating council’s have done in the areas of developing demographic profiles of diversity, researching needs and aspirations of communities, carrying out internal scans and audits, developing community relations plans, developing indicators, etc.

Darebin, Australia

Darebin Memorandum of Understanding (MOU)

The City of Darebin has situated its Memorandum of Understanding with Culturally and Linguistically Diverse (CALD) Communities within:

1. The City’s commitment to “shifting public management concepts” aimed at making the public sector more efficient, flexible, responsive and accountable to its public.
2. An understanding that globalization forces have presented organizations around the world with new challenges of communicating, engaging with, developing and delivering services to, culturally and linguistically diverse markets, communities, citizens and clients.
3. The Australian Governments’ Charter of Public Service in a Culturally Diverse Society which identifies that Government Service should be developed in ways that ensure:

Access

- available to everyone and free of discrimination on the basis of birthplace, language, culture, race or religion;

Equity

- delivered on the basis of fair treatment to eligible recipients;

Communication

- provided via strategies to inform eligible recipients of services and their entitlements and how to obtain them;
- providers consult regularly with the community to obtain input/feedback on the adequacy, design and standard of government services;

Responsiveness

- sensitive to the needs and requirements of different communities and responsive to the particular circumstances of individuals;

Effectiveness

- 'results oriented', focused on meeting the needs of clients from all backgrounds;

Efficiency

- optimized in the use of available public resources through a user responsive approach to meet the needs of clients;

Accountability

- using reporting mechanisms to ensure accountability for implementing Charter objectives.

4. The Victoria State Governments' Best Value Legislation and Best Value Policy which requires local governments to undertake a process to review operation within Council Services with the aim of improving the services and rendering them more responsive to the needs of the community.

Reaching Out: Local Ownership and Active Partnerships



[Hamilton, Ontario](#)

Strengthening Hamilton's Community Initiative (SHCI) was a three-year community-based, capacity building project that was developed in response to an increase in hate crimes in Hamilton's diverse community. The Mayor gathered key representatives from all sectors to join in a strategic alliance to develop broad-based efforts to enhance safety, acceptance and harmony amongst Hamilton residents. The group that ensued became known as the Community Roundtable. The Community Roundtable developed a vision and confirmed four strategic directions for the Initiative geared toward fostering a harmonious community:

- Promote the safety and security of all residents of Hamilton;
- Develop broad-based strategies to combat racism;
- Develop education campaigns to foster understanding and mutual respect within Hamilton's diverse community;
- Promote community leadership.

One of the unique attributes of the SHCI was that it sought to address this challenge by bridging the gap between community and decision-makers, through the creation of a multi-sector Initiative. Through the collaboration of public, private and volunteer sectors of health, education, media, arts, police, business, labour and government with representatives of diverse cultures and diverse faith communities, the Initiative drew from all experiences and perspectives. In keeping with the principle of

collaboration, the most critical component of the Initiative was the potential to influence institutions within an anti-racist framework. SHCI had on board sector leaders who recognized that the responsibility and accountability for anti-racist change lay with them. As such, the Initiative sought to play a role in acting as a facilitator and as a resource for the community at large.

Informed Decision Making



Hamilton, Ontario

[Strengthening Hamilton Community Initiative](#) used several methods in 2002 to ensure that the development of strategies was grounded in best practices and existing community realities. These included:

- Commissioning a research study to identify best practices in Community-Based Anti-Racism Institutional Change Initiatives within Canada, England, and the United States;
- Reviewed existing research and the findings and recommendations from anti-racism initiatives and forums that had been held in Hamilton in the previous ten years;
- Organizing a series of community dialogue sessions. The dialogue sessions, which were attended by almost 1000 Hamilton residents, were designed to gain input and feedback as well as to provide opportunities for citizens to become involved in the Initiative.

Demonstrating Commitment

Darebin, Australia

In August 2000, the City of Darebin signed a Memorandum of Understanding to demonstrate its commitment to achieving a council that is “responsive, relevant and accessible to Culturally and Linguistically Diverse (CALD) Communities.”

The parties in the MOU are Darebin’s Executive Management Team (EMT), which is comprised of the City’s Chief Executive Officer and seven General Managers and the Darebin Ethnic Communities Council (DECC), an umbrella body, which represents the interests of Darebin’s CALD communities.

The MOU committed the parties to a series of regular bi-monthly meetings over three years. The meetings were designed to discuss and monitor the strategies identified in the MOU.

The resulting dialogue created a climate of rapport, trust and understanding between the two organizations. This was essential to the process of General Managers beginning to reflect on the way that the City

went about its business and the values that underpinned service development and delivery, resource allocation, and policy decisions.

According to their CEO Philip Shanahan, "This journey of discovery brought its own difficult and confronting moments as the parties challenged each other's views and interpretations of realities while they continued to meet, driven by a genuine desire to overcome the barriers and remove blindfolds which hindered their way towards mutual understanding."

In August 2003, the Parties committed to a new MOU, which emerged out of the lessons learned in the three previous years.

Demonstrating commitment...



APPENDIX B

Illustrations for Getting Started

Set Up a Planning and Implementation Mechanism



[City of Saskatoon, Race Relations Committee](#)

In 1987, community interest in the establishment of a Race Relations Committee resulted in a meeting of representatives from organizations such as the Saskatoon Multicultural Council (now renamed the Saskatchewan Intercultural Association), the school boards, Saskatoon Police Service, Social Services and ethno-cultural groups. On April 10, 1989 the City of Saskatoon Race Relations Committee was formed.

The mandate of the Committee was:

1. To propose to local government, short and long term strategies to minimize racial tension and promote racial harmony.
2. To review policies, practices and programs of the City, and to recommend amendments and/or new action with respect to:
 - Personnel (including employment practices and an Employment Equity Program);
 - Law Enforcement;
 - Leisure Services;
 - Housing and Community Services;
 - Education and Training;
 - Use of Municipal Facilities;
 - Planning and Zoning.

The Committee (which now operates with three subcommittees, Policy and Program Review, Community Education and Action, and Aboriginal Relations) was instrumental in the development of the City of Saskatoon's Equity and Anti-Racism Policy.

Members of the Race Relations Committee are appointed by the Executive Committee of Council for terms of one or two years and represent the following:

- Indian & Metis Community (2 members);
- Catholic Board of Education (1 member);
- Saskatchewan Intercultural Association (1 member);
- Police Services (1 member); Saskatoon District Health (1 member);

- Dept. of Social Services (1 member);
- Saskatoon Board of Education (1 member);
- Public-at-Large (up to 8 members);
- City Councilors (up to 2 members).

At least 50% of members have to come from Visible Minority Communities.

Hamilton, Ontario



[The Strengthening Hamilton Community Initiative](#) had three levels of decision-making: Policy, Coordination and Implementation.

Policy

The Community Roundtable was accountable to the community at large. It was responsible for setting the priorities, and steering all aspects of the Initiative. It championed the goals of SHCI and mobilized the community to achieve them, and guided the strategic direction of activities associated with SHCI. Roundtable membership included leadership from government, education, post-secondary, policing, business, media, arts, faith, and community sectors.

Coordination

The Working Committee was the operational arm of the Community Roundtable, comprised of members of the Roundtable or their delegates, and SHCI staff. It was responsible for coordinating all aspects of the Initiative, securing funding, developing proposals, and overseeing the implementation and evaluation of all project activities. It was directly accountable to the Community Roundtable.

Implementation

There were four groups responsible for implementation:

Implementation and Administrative Group: This group was chaired by the CEO of the United Way of Burlington and Hamilton-Wentworth, and comprised of a Project Manager, core staff and consultants from partner organizations. The group assisted the community to mobilize and build relationships, participate in community dialogue and develop community capacity for civic participation. The group also generated mechanisms for community outreach and responded to requests from all constituencies and sectors to assist community members to become involved in SHCI.

Resources Group: This group was comprised of senior human services managers from government, community funders and agencies as well as representatives from the Working Committee. It was responsible for providing ongoing advice and support regarding the overall operational directive of the Initiative, with a particular focus on the development of resources and other supports.

The Animateurs Group: This group was comprised of Community Roundtable Members from key sectors who took responsibility to bring people and groups together in an inclusive way. It empowered and mobilized them to generate ideas and actions that could be incorporated and translated into plans and recommendations for actions and activities that would further specific outcomes within the Initiative.

Strategy Teams: These groups were comprised of community members and institutional leaders who came together to develop community action plans and activities based on input from community dialogues. They volunteered to use their time, resources and contacts to implement networks appropriate to each strategy. They also provided guidance and support, in collaboration with the Implementation and Administrative Group, to coordinate community action plans and activities.

All four implementation groups were responsible to the Community Roundtable through the Working Committee.



Brisbane, Australia

The City of Brisbane has the following committees supporting their work with Culturally and Linguistically Diverse (CALD) Communities:

Community Relations Reference Group – External

The Community Relations Reference Group is the advisory body for Brisbane City Council on matters regarding the access, equity and participation of culturally and linguistically diverse communities in Brisbane. The Committee was created in 2001, to guide and support the work of Council in delivering the One City Many Cultures Strategy, and the Working with Refugees Strategy. The purpose of the group is to help Council enhance the participation of culturally diverse groups in all areas of community life in Brisbane. It is one of the consultation mechanisms that Council uses, to ensure that the needs of culturally diverse communities are considered across all areas of program planning and development.

Cultural Diversity Advisory Group – Internal

The Cultural Diversity Advisory Group is the Council's internal committee. Its members are branch managers and senior staff from various branches across the Council. This committee provides advice on the implementation of the One City Many Cultures, Multicultural Strategy and the Working with Refugees Strategy across Council. The Cultural Diversity Advisory Group also provides policy advice in relation to multicultural issues.

Two-way communications is maintained between the above two committees.

Gathering Information – Research, Consultation and Assessment



[Brisbane, Australia – Minority Community Consultation](#)

The City Council of Brisbane has developed a Bilingual Community Consultant Model that serves as a vehicle to ensure that Council is able, on an ongoing basis, to engage linguistically and culturally diverse residents in dialogue that:

- Creates greater awareness amongst culturally and linguistically diverse communities about Council's services and programs;
- Identifies communities' needs and devises ways of meeting these needs;
- Improves the communication between Council officers and the communities;
- Provides information about the barriers that prevent people from culturally and linguistically diverse backgrounds from using the Council's services and participating in Council programs and processes.

The Bilingual Community Consultants are people from culturally and linguistically diverse communities, who are employed in projects to liaise with people in their communities, consult with community groups, or organize focus groups. At the end of the project, the bilingual workers report back to Council about feedback received from participants.

The model works well because the bilingual workers have a greater understanding of their communities, a high level of rapport with community members, and confidence in their own culture and language. The Council has established a register of appropriately skilled, bilingual consultants to assist in improving communication and consultation with people from culturally and linguistically diverse backgrounds.



[City of Toronto Analysis of Demographic Indicators and Research: Stakeholder/ Community Consultation](#)

In 2001, as a result of the City commissioned Ornstein Study, the City of Toronto decided to prepare a Plan of Action for the Elimination of Racism and Discrimination. Some of the findings from the Study that prompted this decision were as follows:

- For ethno-racial minorities, the level of education does not translate into higher paying, stable employment. Ethno-racial communities were found to have significantly higher levels of unemployment and poverty compared to that faced by persons of European origin;

- 14% of European-origin families live below the LICO (Low Income Cut Off) compared to 32% for Aboriginal peoples, 35 % for South Asians, 45% for Africans, Blacks and Caribbeans, and 45 % for those of Arab and West Asian origins.
- Toronto residents of Ethiopian, Ghanaian and Somali origin lived below the poverty line at rates of 70%, 87% and 62%, respectively;
- Studies on Racial Stereotyping in the media found that there was an over-representation of articles featuring Jamaicans connected with crime, immigration and deportation. The study also showed that the media portrayed Vietnamese people as criminally and socially deviant;
- Since 1993, there had been 1,588 crimes of hate reported to the Toronto police. The largest number of victims were from the Black community. 50% of total reported hate crimes were against people of colour;
- The Report of the Commission on Systemic Racism in the Ontario Criminal Justice System (1995) found that between 1986 and 1993, the number of prisoners described as Black admitted to Ontario prisons increased by 204%, while the number of white prisoners admitted increased by 23%. The Report also noted that Black and Aboriginal women were even more over-represented among prison admissions than Black and Aboriginal men;
- The number of Aboriginal children in care was five times the overall average.

To give direction to the preparation of this Plan of Action, City Council established a Council Reference Group, composed of the Diversity Advocate, members of Council's Community Advisory Committees and members of the Working Groups on Access, Equity and Human Rights. Council directed this Reference Group to seek community input into the Plan of Action. Mindful of the need for a holistic approach, Council directed all of the City's Community Advisory Committees and Working Groups to be involved in the consultation process to ensure that the Plan of Action addressed racism and all other forms of discrimination. Council recognized that to be successful, strategies for the elimination of inequality needed to be comprehensive and holistic, and recognize that individuals and groups face multiple barriers.

In its letter of invitation, the Council Reference Group invited residents, community groups and organizations to offer help and input to build the Plan of Action for the Elimination of Racism and Discrimination. The Reference Group invited participants to comment on the proposed Goals and Principles for the Plan, and to respond to the following questions:



- What priorities should the City's Plan of Action address to eliminate racism and all forms of discrimination?
- How should we respond to these priorities? What actions should various sectors and other orders of government take?
- How can the City help build community capacity and support participation in the social, cultural, recreational, economic and political life of Toronto?
- How can the City work with the community to evaluate progress towards eliminating racism and all forms of discrimination?
- What would a city that has eliminated racism and discrimination look like?

Darebin, Australia – Internal Assessment

Darebin City Executive Management Team (EMT) decided to use a Best Value Process Framework to assess the City's responsiveness to Culturally and Linguistically Diverse (CALD) communities, while at the same time systemizing cultural diversity considerations into service planning, evaluation and monitoring. Each City Service Unit engaged in a process of review, designed to increase awareness and consideration of the needs of Darebin's culturally diverse community, and facilitate the development of appropriate services aligned with those needs. Service Units reported back to the EMT on the following questions based on the Best Value Process Principles:

Access

1. What are the key service-provision objectives of the service?
2. What are the criteria of eligibility/access?
3. Does the service unit expect/predict some groups will have less access than would be expected given their eligibility? Which groups? Why?

Equity

1. Is ethnicity data collected and analyzed relating to a) eligible population? b) recipient population?
2. What management systems are in place to align access and diversity strategies with measurable equity outcomes?

For example:

- Strategic planning
 - Cross-cultural training
 - Performance and outcomes reporting
3. How are these management systems evaluated? What are the results?

Communication

1. What public information systems does the unit have in place to service a diverse community? For example:
 - a. Use of interpreters/ language aides?
 - b. Use of translated written materials?
 - c. Use of plain English in documentation?



Responsiveness

1. What are the customer/citizen service values of the unit? To what extent is diversity a part of these values?
2. What ethno-specific services does the unit offer?
3. How are mainstream services customized or tailored to meet the needs of a culturally and linguistically diverse society?
4. Are grants provided a) for ethno-specific services, and b) for the whole community?
5. Are there mechanisms that ensure equity for different cultural groups?

Effectiveness

1. How is service effectiveness measured?
2. Are there processes or systems to measure equivalence of outcomes for different target groups? For example, benchmarking for comparability of different groups in terms of:
 - a. Access/service take-up?
 - b. Benefits/results/outcomes?

Efficiency

1. How are resources managed to ensure optimal impact? What part does cultural and linguistic appropriateness play in resource management and accountability processes?
2. To what extent/how are the benefits of diversity maximized? For example:
 - a. Staff cultural and language skills audits?
 - b. Productive diversity management/strategic planning strategies?
 - c. Effective use of community networks, contacts, resources?
3. To what extent/how does the service use flexible external collaborations, alliances, joint ventures and community outsourcing to optimize government resource inputs?

Accountability

1. To what extent and how are culturally diverse communities consulted and encouraged to participate in the service design/evaluation/redesign process?
2. How does the unit project an image of fairness and equity for all cultural groups to the whole community as a whole?

Not all questions were relevant to all services, but they helped to prompt the service undertaking the review to consider cultural diversity needs.



England – Internal Assessment




Auditing for Equality: Key Questions and Sources of Evidence, is an audit guide that British Municipalities use in assessing their progress in meeting the “Racial Equality Means Quality” Standard. It was developed by the Commission for Racial Equality in Britain. The guide is based on four incremental levels of progress in achieving Racial Equality within Municipal Organizations. Below are the Key Area guiding questions and Sources of Evidence for Level 1:

Key Area	Sources of Evidence
<p>Policy and Planning</p> <ul style="list-style-type: none"> • Does the authority/department have an up-to-date racial equality policy? • Are written policies in line with the 1976 Race Relations Act and the CRE’s Codes of Practice and other relevant legislation? • Have corporate and departmental policies on racial equality been endorsed by Council members and senior officers? 	<ul style="list-style-type: none"> • Equality policies and Action Plans • Committee reports and minutes • Minuted endorsements by members/ senior managers
<p>Service Delivery and Customer Care</p> <ul style="list-style-type: none"> • Does the department/ directorate have an up-to-date policy on racial equality that has been endorsed by the relevant committees and senior officers? • Has the policy been the subject of consultation with service users? 	<ul style="list-style-type: none"> • Equality policies and action plans • Committee reports and minuted endorsements by members/ senior managers • Reports/ minutes/ evaluations/ other documented feed back from policy consultations with service users
<p>Community Development</p> <ul style="list-style-type: none"> • Does the authority’s mission statement include a commitment to help develop strong, secure, self-reliant, self-confident communities, free from unlawful discrimination, as one of its goals? • Are the present and future needs of minority communities taken into account when making corporate/ departmental assessments of community needs? • Are community needs assessments guided by corporate/ departmental racial equality policies and action plans? • Is there a commitment to fund the minority voluntary sector? 	<ul style="list-style-type: none"> • The authority’s mission statement, policies and strategic plans • Corporate/ departmental assessments of community needs • Corporate/ departmental equality policies and action plans • Funding bids and other appropriate documentation showing commitment to fund the minority voluntary sector

Key Area	Sources of Evidence
<p>Employment (Recruitment and Selection)</p> <ul style="list-style-type: none"> · What steps are taken to ensure that staff involved in recruitment and selection are aware of non-discriminatory practices and procedures? · How does the authority/department ensure that publicity for job vacancies and employment opportunities are not restricted to sources that would narrow the range of applicants? · Does the authority/department have a well-designed, standard application form that has been vetted for discriminatory language and cultural bias? · Are job descriptions and selection criteria made clear to all potential applicants? 	<ul style="list-style-type: none"> · Recruitment and selection training programs, reports and evaluations · Publicity for job vacancies and employment opportunities in the minority press and other relevant outlets · Candidates' briefing papers · Corporate/departmental recruitment and selection procedures
<p>Employment (Developing and Retaining Staff)</p> <ul style="list-style-type: none"> · Are the implications for employees of the racial equality policy, the Race Relations Employment Code of Practice and other relevant legislative requirements included in staff induction? · Are new staff members informed about established networks and support groups? · Are racial equality principles incorporated into training plans for all staff? 	<ul style="list-style-type: none"> · Staff development programs, policies and procedures · Staff induction programs · Training evaluations · Staff handbook · Council newsletters and internal memos
<p>Marketing and Corporate Image</p> <ul style="list-style-type: none"> · Are all staff, applicants and new recruits provided with copies of the authority's racial equality policy statement? · Is the authority's commitment to racial equality and the implications of its racial equality policy made clear in the staff handbook, recruitment literature and induction training? 	<ul style="list-style-type: none"> · Staff handbook and recruitment literature · Staff induction data, programs and evaluations

APPENDIX C

Further Reflection

-  <http://ceris.metropolis.net/PolicyMatter/2005/PolicyMatters14.pdf> From Policy Matters "Social Inclusion, Anti-Racism and Democratic Citizenship" Paper presented by Anver Saloojee, Department of Politics and School of Public Administration, Ryerson University
-  http://canada.metropolis.net/events/Political%20Participation/papers%20and%20reports/saloojee_inclusion_e.doc "Inclusion and Exclusion: A Framework of Analysis for Understanding Political Participation by Members of Racialized and Newcomer Communities," by Anver Saloojee, Department of Politics and School of Public Administration, Ryerson University
-  <http://www.fedcan.ca/english/pdf/fromold/breakfast-sander-cock0204.pdf> "Sustaining Canada's Multicultural Cities: Learning from the Local" by Leonie Sandercock. "Breakfast on the Hill Seminar Series", sponsored by the Canadian Federation for Humanities and Social Sciences
-  http://www.ocasi.org/downloads/TSDN_Final_Report_Mar_31_2006.pdf "From Grassroots to Governance: Reflections and Recommendations on Advancing Anti-Racist and Equity Based Social Planning in the City of Toronto." Prepared for the Toronto Social Development Network by Ramona Gananathan – March 2006
-  http://www.decc.org.au/resources/Proceedings_Seminar_14April2005_online_ed.pdf "Community Engagement in a Multicultural Society – Smoke Screens and Mirrors", Seminar Proceedings, Darebin, Australia, 2005
-  <http://www.edchange.org/multicultural/papers/malcolm1.html> "Anti – Racist Community Work: A Radical Approach", by Rowena Arshad, Lecturer in Equity and Rights, Moray House Institute of Education, Heriot Watt University, Edinburgh
-  <http://www.rbc.com/newsroom/pdf/20051020diversity.pdf#search=%22Advantage%20Diversity%22> "The Diversity Advantage: The Case for Canada's 21st Century Economy", RBC Financial Group, at the 10th International Metropolis Conference, Toronto, 2005
-  http://www.justice.gc.ca/en/ps/eval/reports/01/citizen_engagement/ce_1.html#1.3 "Evaluation and Citizen Engagement", Department of Justice, Canada



<http://plannet.ca/pdf/derplitr.pdf> "Diversity Education: A Literature Review" Identifies models, levels and sectors of diversity education/change. Includes information on evaluation. Steven Brewster, Molly Buckley, Philip Cox, Louise Griep, PLAN:Net Limited

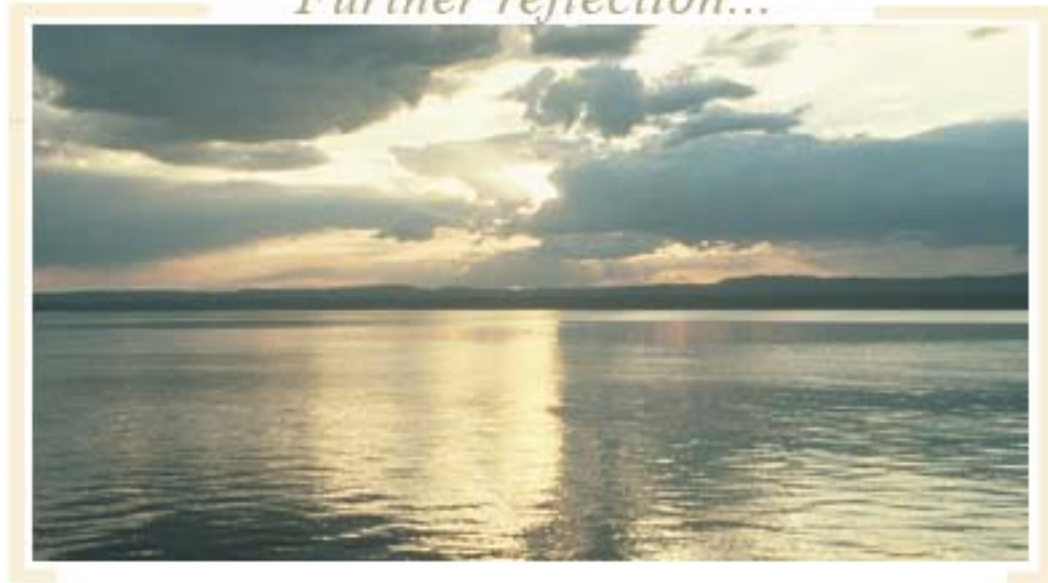


http://www.ifsnetwork.org/uploads/saloojee_2003.pdf "Social Inclusion, Anti-Racism and Democratic Citizenship, Anver Saloojee, Perspectives on Social Inclusion, Working Paper Series 2003



<http://www.ohrc.on.ca/english/consultations/racial-profiling-report.shtml> "Paying the Price: The Human Cost of Racial Profiling." This Inquiry Report, conducted by the Ontario Human Rights Commission, looks at the effects of Racial Profiling, with a special section examining impacts within the aboriginal community. It also presents recommendations for future action

Further reflection...



APPENDIX D

Attracting and Retaining Immigrants – Resources and Links



[“The Small Centre Strategy: The Regional Dispersion & Retention of Immigrants”](#) This Discussion Paper developed for the National Settlement Conference II Calgary – October 2-5, 2003, presents a framework for a more widespread regional dispersion of immigrants and their retention in the smaller communities. It identifies the challenges smaller communities face in attracting and retaining immigrants, and suggests ideas for communities to consider.



http://www.rural.gc.ca/researchreports/popresearch/repop_e.phtml “Rural Repopulation in Atlantic Canada Discussion Paper” Includes case studies from Atlantic Canada rural and small urban communities, including the award winning initiative of St. Leonard, in New Brunswick.



[“Attracting and Retaining Immigrants: A Toolbox for Small Centres”](#) This Toolbox, developed by the National Working Group on “Small Centres Strategies” is designed to assist small communities to develop and implement strategies to attract and retain immigrants to their communities.



[Halifax “Immigration Action Plan”](#) Developed in 2005, this Action Plan identifies short and long term actions to attract and retain immigrants to the Halifax Regional Municipality.

APPENDIX E

Additional Sources

Ontario Healthy Communities Coalition; (2004) Inclusive Community Organizations: A Toolkit. Toronto: Author

Linnell, D and Belton, E; (2003) Diversity Initiative Evaluation. Boston: Third Sector New England

Laurier Institution; (2004) Municipal Anti-Racism and Diversity Programs in Canada. Toronto: Author

Department of the Premier and Cabinet Office of Ethnic and Multicultural Affairs; (2000) The Community Relations Manual: A Guide to Local Government. Queensland: Author



[International Centre for the Prevention of Crime; \(2002\) Preventing Hate Crimes: International Strategies and Practice](#)



[I&DEA Knowledge: Organizational Development](#)



[Third Sector New England; Diversity Initiative](#)

APPENDIX F

Acknowledgements

Funding and support for this project was provided by the Human Rights, Citizenship and Multiculturalism Education Fund.



A special thanks to Cassie Palamar, Manager, Education and Commission Services, and Susan Coombes, Education Fund Coordinator, Education and Commission Services, for their valuable feedback and input, and ongoing enthusiasm for the project.

To ensure that the Toolkit would serve the needs of municipalities and be grounded in their realities, and to situate the development of the Toolkit within a process that would look at next steps, the AUMA brought together a group of people from its membership that had expressed interest in pursuing initiatives against racism and creating welcoming communities. Their assistance, from answering initial questions about what resources and knowledge they were looking for, to providing feedback on drafts of the toolkit and taking part in discussions to flush out ideas, has been invaluable. The AUMA would like to express its appreciation to:

- Carole Bouchard, Superintendent, Family and Community Support Services, Regional Municipality of Wood Buffalo
- John Reilly, Diversity and Inclusion Consultant, Office of Diversity and Inclusion, City of Edmonton
- Jude Udedibia, Manager of Human Resources and Risk Management, Town of High River
- Valerie Pruegger, Research Social Planner, Community and Neighbourhood Services, City of Calgary
- Wendy Klassen, Community Facilitator, Social Planning Department, City of Red Deer


The AUMA would also like to acknowledge support and input of the following in the development of the Toolkit:


- Elisabeth Barot, Programme Officer, Sciences Sociales et Humaines, Canadian Commission for UNESCO
- Charlene Hay, Executive Director, Northern Alberta Alliance on Race Relations
- Linda Tews, Executive Director, Central Alberta Diversity Association
- Barbara Leung, Director, Community Programs, Alberta Advanced Education
- Njeri Waiyaki, Hai Nguyen and Amal Umar, Canadian Heritage, Alberta District- Western Region

APPENDIX G

Union Involvement Links

 [**CUPE Employment Equity Agreement**](#) This Memorandum of Agreement between CUPE and the University of New Brunswick (UNB) identifies how the two parties will cooperate to develop and implement the Employment Equity Plan at UNB

 [**Employment Equity Plan University of Lethbridge**](#) This document provides a comprehensive outline of how the University of Lethbridge developed and implemented its Employment Equity Plan. It also contains the Terms of Reference for its Employment Equity Taskforce which included representation from several different Unions

 [**British Columbia Employment Equity Policy Directive**](#) This Policy Directive identifies the B.C Government's approach to Employment Equity and the role of the Union-Management Steering Committee in the implementation of the Plan

