

Toolkit

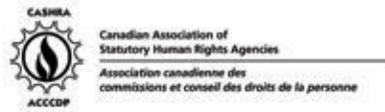
**CANADIAN  
COALITION OF  
MUNICIPALITIES  
AGAINST  
RACISM AND  
DISCRIMINATION**



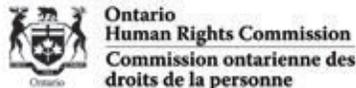
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## In partnership with:



## Special thanks to:



## Canadian Commission for UNESCO

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*The Canadian Commission for UNESCO operates under the aegis of the Canada Council for the Arts. Its role is to act as a forum for governments and civil society and to mobilize the participation of Canadian organizations and committed individuals in the United Nations Education, Scientific and Cultural Organization's (UNESCO) mandated areas: education, natural and social sciences, culture and communication and information. UNESCO is the only member of the United Nations system to have National Commissions performing this role in its Member States.*

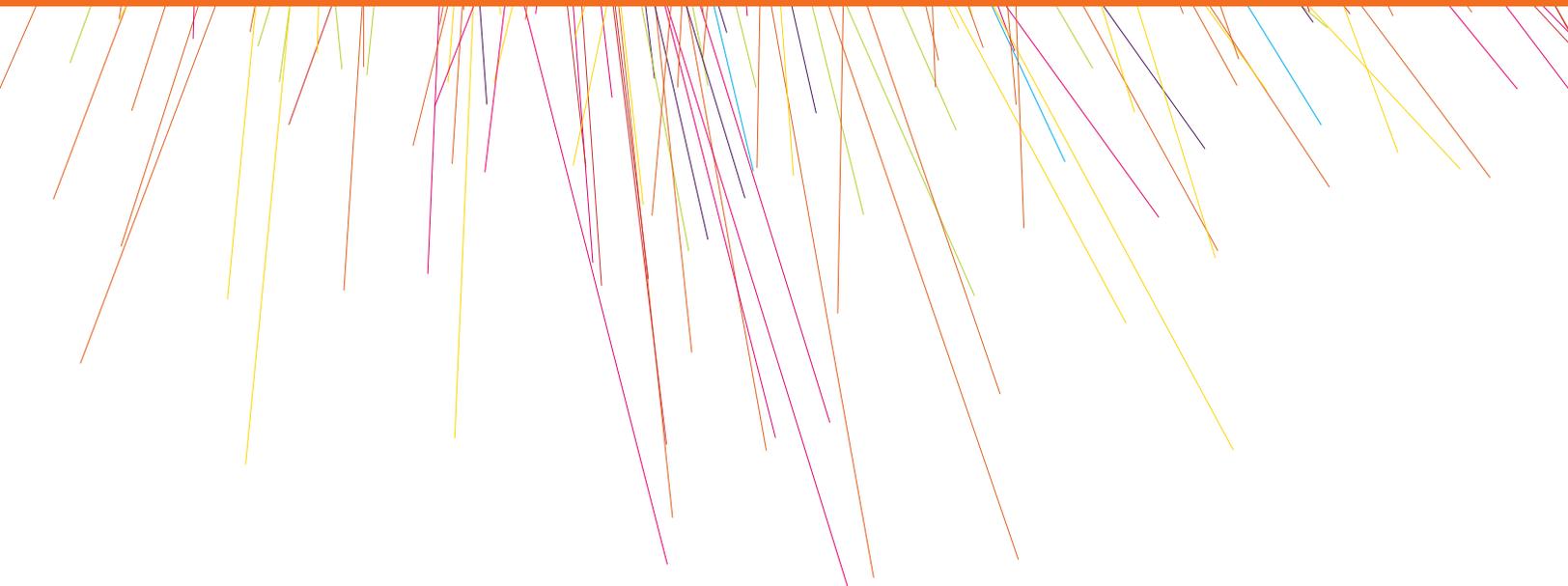
**Toolkit**

**CANADIAN  
COALITION OF  
MUNICIPALITIES  
AGAINST  
RACISM AND  
DISCRIMINATION**

(CCMARD) – Toolkit for Municipalities, Organisations and Citizens.

“SINCE WARS BEGIN IN THE MINDS OF MEN, IT IS IN THE MINDS OF MEN THAT THE DEFENSES OF PEACE MUST BE CONSTRUCTED.”

– UNESCO CONSTITUTION (1945)



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We wish to extend our gratitude to the many municipalities and partners who took the time to complete and return the questionnaire on municipal policies, and to Sahar Ghadban, our summer 2010 intern, for her excellent work overseeing the survey. The information garnered from this survey served as the foundation of this resource.

The National Film Board of Canada (NFB), in particular Kristine Collins and Susan Nosov, who developed a list of films to support the work of municipalities and their partners on issues related to racism and discrimination, deserve a special thanks, as do the Federation of Canadian Municipalities, the Alberta Urban Municipalities Association, the Union of Nova Scotia Municipalities and the Union des municipalités du Québec, for agreeing to share this toolkit with their members. Our thanks also go to the Canadian Association of Statutory Human Rights Agencies, the Canadian Race Relations Foundation, the National Association of Friendship Centres and the Chaire de recherche en immigration, ethnicité et citoyenneté (UQÀM) for their ongoing support for CCMARD.

The Commission also wishes to underline the contribution of HRSDC's Racism-Free Workplace Strategy, which supported the development and printing of this toolkit.

Last and certainly not least, the Commission applauds the commitment of the 51 Canadian municipalities that have joined CCMARD and have publicly affirmed that racism and discrimination are not welcome in their communities. We also salute the extraordinary work done by civil-society organisations and committed individuals who believe change is possible, and that even a small step is one more step toward a world free of racism and discrimination.

They are an inspiration to us all.

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# PREFACE

## WHY A TOOLKIT?

Since its launch in 2005, an increasing number of municipalities have taken the steps to join the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) and have developed and implemented their unique plans of action. The Canadian Commission for UNESCO has acted as the coordinator of the Coalition, welcoming new signatory municipalities and encouraging the sharing of best practices and resources among members. The Commission has been the primary source of information for municipalities considering membership as well as those already moving forward on their CCMARD commitments. Several of these municipalities have identified a need for the creation of a practical, comprehensive toolkit to guide their work. The Commission and its partners have responded with the development of this exciting new resource.

The main objective of this easy-to-use resource is simple: to help municipalities join the Coalition, develop a Plan of Action, and link their programming (both existing and new) to CCMARD's 10 Common Commitments.

## HOW TO USE THIS TOOLKIT

This toolkit is designed to be used by municipalities that have already joined the Coalition, those considering joining as well as by community organizations and citizens encouraging participation by their municipality.

This resource will be helpful to municipalities at all stages of their CCMARD involvement. Whether your municipality is considering becoming a member, developing your Plan of Action or evaluating your efforts and continued involvement, there are tools to help you. The distinct sections are intended to be accessible and to make it easy for you to easily find information relevant wherever you are in the process.

## INSIDE YOU WILL FIND:

**Practical Information:** Municipalities wanted this tool to be practical in its approach. Information on how to join the Coalition, develop a Plan of Action and monitor your community's progress are just some of the topics included in this toolkit.

**Useful Tools:** Municipalities wanted a single place to access tools they could use in joining CCMARD or in meeting their CCMARD commitments. These

tools and templates include sample media releases, the text of the CCMARD resolution to be presented before City Council, examples of a Plan of Action, as well as other tools.

**Best Practices:** One of the primary objectives of the Coalition is to facilitate the sharing of best practices among CCMARD member municipalities. Users of this resource will find these best practices throughout the toolkit. There is also a dedicated section where promising municipal initiatives are linked to the 10 Common Commitments with representation from a variety of municipalities (eg. population, geographic location, etc).

**Additional Resources:** There are also several resources throughout the Toolkit that your municipality can incorporate into its own CCMARD work. This includes information on such initiatives as the International Day for the Elimination of Racial Discrimination (March 21st) and the Safe Harbour: Respect For All Program. There are also several media resources (many of them are free) that are useful for municipalities to generate discussion and encourage community engagement. The National Film Board of Canada (NFB) has prepared for this Toolkit a list of films related to the Ten Common Commitments (see "English NFB Films for Recommended Viewing" section).

You will find as you use the Toolkit that there is some overlap between the various sections. This is intentional. Municipalities have expressed a need to be able to locate information easily and quickly by going immediately to a particular topic. As there are resources that are useful at different stages of CCMARD involvement, the decision was made to include them in each relevant section or to reference other sections of the toolkit.

We understand that it is impossible to meet every need of every municipality in this toolkit. In this first iteration we have worked to address the common requests of CCMARD signatories. It is envisioned that the online version will be a 'living resource', continuing to grow over time and responsive to the changing needs of municipalities. It is our hope that this toolkit will become an important asset in your ongoing work to combat racism and other forms of discrimination in your community.

## MUNICIPALITIES AND PARTNERS ASKED FOR:

- **information** about what it really means to the community to have their municipality be a part of the Coalition;
- **concrete examples** of possible practices, procedures and events to address the full range of the 10 Common Commitments;
- a **user-friendly resource** that is adaptable to local communities' needs.

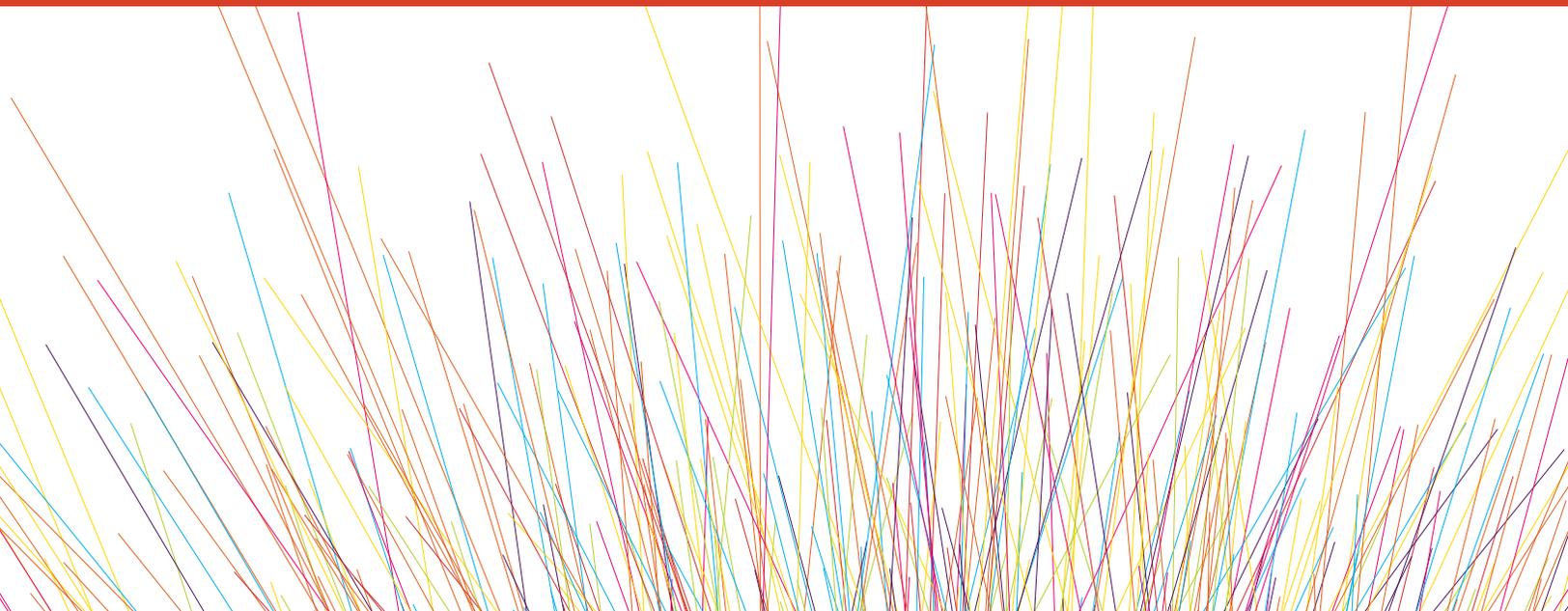


CCMARD  
**SECTION 01**  
INTRODUCTION

# INTRODUCTION

“CCMARD EXTENDS OUR SOCIETY’S ABILITY TO PROTECT HUMAN RIGHTS THROUGH COORDINATION AND SHARED RESPONSIBILITY AMONG GOVERNMENTS, PUBLIC, AND PRIVATE INSTITUTIONS, BUSINESSES, COMMUNITY ORGANIZATIONS, AND INDIVIDUALS.”

– HONOURABLE D. BLAIR MASON, CHIEF OF THE COMMISSION AND TRIBUNALS, ALBERTA HUMAN RIGHTS COMMISSION



## BACKGROUND

The International Coalition of Cities Against Racism was launched in March 2004 by UNESCO (the United Nations Educational, Scientific and Cultural Organization) as part of the Organization's follow-up strategy to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance (Durban, 2001). The goal of the International Coalition is to establish a network of cities interested in sharing their experiences in order to improve their policies against racism, discrimination, exclusion and intolerance. The network is comprised of six regional coalitions: Europe, Africa, Asia and Pacific, Arab States, Latin America and the Caribbean, and Canada (the only country-level coalition).

In response to the challenges arising from racism and discrimination, and recognizing the jurisdiction in Canada of municipal authorities on many of these issues, the Canadian Commission for UNESCO organized a meeting of representatives of municipalities, NGOs, human rights commissions and researchers in January 2005. The objective of this meeting was to discuss the feasibility of establishing a Canadian Coalition. A pan-Canadian working group, comprised of representatives of the Canadian Race Relations Foundation, the Alberta Human Rights Commission, the Ontario Human Rights

Commission, the City of Toronto, the City of Gatineau, and the National Association of Friendship Centres, was formed.

The working group established a Declaration to be signed by municipalities when they join the Coalition, and adapted the Commitments developed by the European Coalition to reflect the responsibilities of Canadian municipalities. The Canadian Commission for UNESCO and its partners then invited Canadian municipalities to become part of this larger international movement by joining the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD).

CCMARD benefits from the valuable support of numerous partners, including the Canadian Association of Statutory Human Rights Agencies, the Federation of Canadian Municipalities, the Canadian Race Relations Foundation, the Racism-Free Workplace Strategy, HRSDC – Labour Program, Human Rights Commissions in Alberta, Ontario and Saskatchewan, the Union des municipalités du Québec, the Alberta Urban Municipalities Association, the Union of Nova Scotia Municipalities, and the National Association of Friendship Centres. Research chairs, such as the *Chaire de recherche en immigration, ethnicité et citoyenneté (Université du Québec à Montréal)*, federal and provincial ministries and agencies as well as an important number of local stakeholders complete the network.

### INTERNATIONAL COALITION OF CITIES AGAINST RACISM

[www.unesco.org/new/en/social-and-human-sciences/themes/human-rights/fight-against-discrimination/coalition-of-cities/](http://www.unesco.org/new/en/social-and-human-sciences/themes/human-rights/fight-against-discrimination/coalition-of-cities/)

### CANADIAN COALITION OF MUNICIPALITIES AGAINST RACISM AND DISCRIMINATION

[www.ccmard-ccmcrd.ca](http://www.ccmard-ccmcrd.ca)

## “FOOD FOR THOUGHT” ...

“No race is inherently more violent than another, but many visible minorities, especially young black men and boys, are suspected, targeted and monitored more in policing and security, the justice system, schools and streets. This has a devastating effect on people's self-esteem and attitudes but also results in unfair imprisonment and disruption in careers and family lives.”

– Source: Visible Minorities, Diversity Snapshot, City of Ottawa Equity and Inclusion Lens, page 8

“Assumptions about Aboriginal people can lead to degrading comments and remarks, and an attack on cultural values and practices by the general public, service agency personnel and government employees.”

– Source: Aboriginal People, Diversity Snapshot, City of Ottawa Equity and Inclusion Lens, page 7

“Almost all barriers GLBT people face come from the assumption that everyone is straight (heterosexism), and dislike of homosexual people (homophobia) in society. GLBT people encounter these barriers in their families, friends' circles, social and public spaces, schools and workplaces... Most GLBT people also have to deal with their own internalized homophobia instilled since birth...”

–Source: GLBT, Diversity Snapshot, City of Ottawa Equity and Inclusion Lens, page 6

“Being able to get around is essential to finding a job, attending a course, seeing a doctor, volunteering or meeting a friend. For people with disabilities, public transit is an irreplaceable key to health, advancement, happiness and inclusion. In all aspects of life.”

–Source: People with disabilities, Diversity Snapshot, City of Ottawa Equity and Inclusion Lens, page 6

## OBJECTIVES OF CCMARD

The main objective of CCMARD is to address the need for a platform to broaden and strengthen the ability to protect and promote human rights through coordination and shared responsibility among local governments, civil society organizations and other democratic institutions. The creation of a Canadian Coalition of Municipalities Against Racism and Discrimination is based on a common desire to achieve two goals:

- 1. Share experiences and lessons learned with others;**
- 2. Strengthen policies to counter all forms of discrimination to achieve greater social inclusion.**

“...by taking action to combat racism and multiple forms of discrimination, municipalities are able to build respectful, inclusive and safe societies where everyone has an equal opportunity to participate in the economic, social, cultural, recreational and political life of the community.”

– Call for a Coalition of Municipalities Against Racism and Discrimination, 2005

“MUNICIPAL GOVERNMENTS PLAY A KEY ROLE IN HELPING NEWCOMERS SETTLE INTO CANADIAN LIFE. IN MANY RESPECTS, MUNICIPAL GOVERNMENTS ARE THE NATION’S FRONTLINE, FIRST RESPONDERS WHEN IT COMES TO IMMIGRANT SETTLEMENT.”

– FEDERATION OF CANADIAN MUNICIPALITIES, STARTING ON SOLID GROUND: THE MUNICIPAL ROLE IN IMMIGRATION SETTLEMENT, 2011.



## WHY MUNICIPALITIES?

Municipal governments, other levels of government, and local and national organizations share responsibility and have an important role to play in combating racism and discrimination. While the Canadian Coalition of Municipalities Against Racism and Discrimination benefits greatly from the support of several partner organizations, its membership is comprised solely of signatory municipalities. The basis for this decision rests in the unique strengths and capacities that make local government a critical actor in efforts to foster equality and respect for all citizens. These 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;
- Being a stable and ongoing entity in the community;
- Being uniquely positioned to act quickly and implement initiatives that lead to quick and meaningful changes;
- Having the ability to implement, in a concrete way, the international law instruments ratified by the federal government;
- 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, Feb. 2003]

## WHAT ARE THE BENEFITS OF JOINING CCMARD?

Municipalities benefit in several ways from membership in CCMARD. These benefits include:

- Increased access to a network of municipalities throughout Canada and the world that promotes the sharing of best practices and resources to combat racism and other forms of discrimination;
- Increased legitimacy and support for anti-racism and diversity initiatives through being part of an international UNESCO-led network of cities;
- Strengthened partnerships with local organizations, businesses and individuals concerned about discrimination;
- More in-depth understanding of local realities and increased community commitment through developing a Plan of Action with the involvement of diverse community stakeholders;
- Increased sustainability and documentation of anti-discrimination initiatives through the creation and implementation of a Plan of Action that is approved and adopted by Council;
- Increased accountability to citizens through the implementation and ongoing evaluation of the municipal Plan of Action;
- Increased trust, loyalty and respect towards the municipality from employees and citizens as a result of the municipality's public commitment to actions that foster greater equality, inclusion and appreciation of diversity.

## THE REALITY OF CANADIAN MUNICIPALITIES

The Federation of Canadian Municipalities (FCM) published in 2009 **"Immigration & Diversity in Canadian Cities & Communities"**, a theme report that focuses on trends and issues related to immigration and diversity in 24 of Canada's largest municipalities, regional municipalities and metropolitan communities.

The FCM also released in 2011 a report entitled **"Starting on Solid Ground: The Municipal Role in Immigration Settlement"**, which presents five recommendations to the federal government to support successful immigrant settlement in Canadian communities.

[www.fcm.ca](http://www.fcm.ca)

**MUNICIPALITIES** are "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, 2005

**“THE CCMARD INITIATIVE** has provided a basis for partnerships with other institutions and organizations concerned about racism and discrimination and is allowing the City of Edmonton to learn from other municipalities how to most effectively address these issues. It is one of the City’s initiatives to help create the safe, equitable and welcoming atmosphere necessary to ensuring the well-being of Edmonton’s First Nations, Métis, Inuit and non-status Aboriginal people as well as continuing to attract a diversity of people who wish to live, learn, work and play in Edmonton.”

– City of Edmonton

## WHAT ARE THE BENEFITS OF INVESTING TIME AND RESOURCES TO CREATE A MORE WELCOMING AND INCLUSIVE COMMUNITY?

The successful, ongoing implementation of a CCMARD Plan of Action and the creation of a more welcoming and inclusive community offer several tangible benefits to a municipality:

**Improved Community Life:** A welcoming and inclusive community is one in which all citizens feel able to actively participate in the economic, social and cultural aspects of the community without encountering barriers due to discrimination. This involvement from diverse community members leads to an enriched, safer and more cohesive life in the municipality.

**Improved Economic Life of the Municipality:** Municipalities that are committed to creating a welcoming community by combating racism and other forms of discrimination are in a better position to attract and retain immigrants, Aboriginal peoples and underrepresented populations in the workforce.

**Increased Efficiency:** Improved efficiency due to reduced racism and discrimination in a municipality includes improved service delivery, fewer complaints to Council and reduced liability in the event of complaints on the basis of discrimination.

**Improved Response:** Municipalities that have devoted time and attention to address issues of racism and other forms of discrimination in their community are better prepared and more effective in their response should an incident of discrimination occur.

## AS OF DECEMBER 31, 2011, 51 MUNICIPALITIES IN NINE PROVINCES HAD JOINED CCMARD.

**ALBERTA:** Brooks, Calgary, Drayton Valley, Edmonton, Fort Madeod, Grande Prairie, Innisfail, Lethbridge, Provost, St. Albert, the Region of Wood Buffalo and Fort McMurray, Wetaskiwin

**BRITISH COLUMBIA:** Lions Bay, Prince George, Vancouver, Victoria, Williams Lake

**MANITOBA:** Winnipeg

**NEW BRUNSWICK:** Saint John

**NOVA SCOTIA:** Halifax, Kentville, County of Kings, New Glasgow, Truro

**ONTARIO:** Aurora, Caledon, Georgina, Kingston, London, Markham, Oakville, Oshawa, Ottawa,

Region of Peel, Richmond Hill, Sudbury, Tecumseh, Thunder Bay, Toronto, Vaughan, Windsor

**PRINCE EDWARD ISLAND:** Stratford

**QUEBEC:** Gatineau, Montreal, Quebec, Saguenay, Saint-Justin, Sherbrooke

**SASKATCHEWAN:** Moose Jaw, Prince Albert, Saskatoon

An updated list of signatory municipalities can be found at [www.unesco.ca](http://www.unesco.ca) and [www.ccmard-ccmcrd.ca](http://www.ccmard-ccmcrd.ca)



**“IN 2008, CANADIAN POLICE SERVICES** reported 1,036 hate-motivated crimes, up from 765 in 2007. This represented a 35% increase in the number of such offences. Part of the increase may be due to heightened public awareness of these types of incidents as well as improved reporting practices by police. The vast majority of police-reported hate crimes resulted from one of three primary motivations: race/ethnicity (55%), religion (26%) and sexual orientation (16%). Increases were reported in 2008 for all three types of motivation.”

Source: Police-reported hate Crime in Canada 2008, Mia Dauvergne for Statistics Canada, 2010

# THE 10 COMMON COMMITMENTS

Signatory municipalities of the Canadian Coalition of Municipalities Against Racism and Discrimination rely on the 10 Common Commitments to inform and guide their work. While a municipal Plan of Action should be developed according to these Commitments, it is important to remember that not all of these areas need to be addressed at once. A municipality may choose to focus on a few priority areas and address other Commitments as its work progresses. Also, a municipality may find that its current programming already meets the objectives of a Plan of Action. These initiatives should be recognized and identified alongside any newer strategies designed to meet the defined Commitments.

The 10 Common Commitments relate to three primary areas of municipal responsibility: ■ the municipality as a guardian of public interest, ■ the municipality as an organization in the fulfillment of human rights, and ■ the municipality as a community sharing responsibility for respecting and promoting human rights and diversity.

## THE MUNICIPALITY AS A GUARDIAN OF THE PUBLIC INTEREST

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

## THE MUNICIPALITY AS AN ORGANIZATION IN THE FULFILLMENT OF HUMAN RIGHTS

- 5.** Provide equal opportunities as a municipal employer, service provider and contractor.
- 6.** Support measures to promote equity in the labour market.
- 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

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

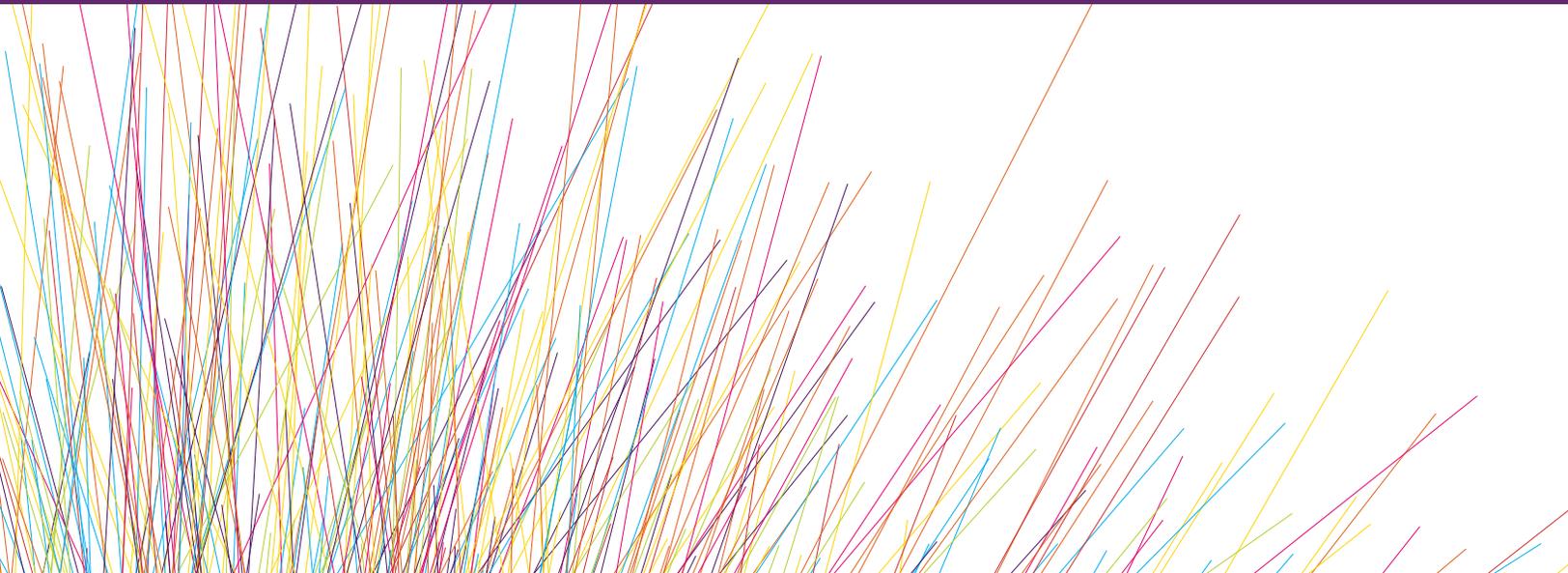


CCMARD  
**SECTION 02**  
BEFORE JOINING CCMARD

# BEFORE JOINING CCMARD

“CCMARD IS ABOUT PEOPLE, AND HOW A LOCAL INITIATIVE HAS AN IMPACT AT THE LOCAL, NATIONAL AND INTERNATIONAL LEVEL. IT IS ALSO ABOUT HOW MEMBERS OF THE COMMUNITY CAN INFLUENCE PROGRAMMES AND POLICIES TO IMPROVE THE DAILY LIVES OF THEIR FELLOW CITIZENS.”

– DAVID A. WALDEN, SECRETARY-GENERAL, CANADIAN COMMISSION FOR UNESCO



## BEFORE JOINING CCMARD

Making the decision to join the Canadian Coalition of Municipalities Against Racism and Discrimination is an important step for municipalities in their work to become more welcoming and inclusive. For many people, the decision to become a member of a Coalition that works to combat racism and other forms of discrimination should be an easy one. How can a municipality say no? Several municipalities have found, however, that it is not always a simple process.

Municipalities are faced with limited human and financial resources and are forced to consider each new initiative carefully. Often, concerns such as infrastructure and service delivery take precedence over social and cultural initiatives. Municipal council members may also be concerned about developing a Plan of Action that outlines commitments extending past their term as elected officials. Others might be resistant to pass a resolution to join CCMARD because doing so would be acknowledging

that problems of racism and other forms of discrimination exist in their community. It is true also that, for people who don't experience racism or other forms of discrimination in their everyday life, its effects are difficult to see.

Whatever the reason, careful planning and preparedness can help municipalities overcome these challenges and move into membership in CCMARD. This section contains information and ideas to gather community support before joining CCMARD.

### INVITING PEOPLE

to participate in a networking and information session is a great way of bringing people together and sharing information on what they hope to do and what they wish to achieve!

### SOME SUGGESTED OUTREACH METHODS

- Letters or invitations
- Presentations to community organizations
- Attend community events
- Ask to be added to a local Chamber of Commerce meeting agenda
- Write articles for local newspapers and community league newsletters
- Identify "Community Champions" that can seek participation from their own community members
- Use social media (Facebook, Twitter, etc.)
- Make personal calls to follow up on your invitations

## BEST PRACTICE INTERNSHIPS

The **City of Greater Sudbury** benefitted greatly from the work of an intern assigned to the Diversity Panel during the initial stages of the City's CCMARD involvement. The intern researched the material for CCMARD, drafted reports,

and prepared packages for City Council to review prior to passing the resolution to join. Funding for this internship came from FedNor – a government department established to assist in the economic growth of Northern Ontario.

[www.ic.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03443.html](http://www.ic.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03443.html)



# ENGAGING STAKEHOLDERS

The elimination of racism and other forms of discrimination requires the combined efforts of a wide range of community stakeholders. These stakeholders may include diverse community members, local businesses, educational institutions, not-for-profit organizations, immigrant settlement agencies, faith-based organizations, housing authorities, police services and, of course, municipal council and municipal staff. This is by no means an exhaustive list; virtually everyone in your community has an important role to play.

Involving a varied base of community stakeholders at the early stages of your work will help to ensure that your proposed actions are well-informed, supported by expertise and resources, sustainable and reflective of your community and the issues you are trying to address. Having early and active involvement from your community will result in increased ownership of your CCMARD Plan of Action and lead to more tangible success. It will also help strengthen your request to Council that your municipality becomes a signatory member of CCMARD.

**When involving community stakeholders there are some things to keep in mind:**

## A) CONSIDER DIVERSITY

Consider the diversity of your community. Have you invited all the key players? Ask those you have invited if there are others who should be joining the discussion.

### WHO TO INVITE?

- Ethno-Cultural organizations & community members
- Local employers
- Local police services
- Youth
- Educational institutions including universities & colleges
- Researchers
- Aboriginal community members
- Provincial/Territorial Aboriginal organizations (PTOs)
- Lesbian, gay, bisexual and transgendered people (LGBT) community members
- Relevant municipal departments (Human Resources, Housing, Recreation, etc)
- Immigrant settlement organizations
- Faith-based organizations
- Women's organizations
- Accessibility groups
- Non-governmental organizations working on human rights education or discrimination
- Human rights commission representatives of your province
- Relevant provincial & federal government departments
- Representatives from existing municipal initiatives
- Official language minority communities
- Street workers
- Union representatives

## B) VARY YOUR OUTREACH

Vary your outreach methods. Not all community stakeholders will respond to the same form of invitation. Suggestions of outreach methods can be found on page 15.

## C) BE CREATIVE AND FLEXIBLE

Be creative and flexible in how you involve your stakeholders. Consider culture, socioeconomic influence, and safety concerns, etc. when planning your meetings. Does childcare need to be provided in order for community members to participate? Are translators required? Would some community members prefer to provide input on an individual level as opposed to taking part in public meetings? Do members of the Aboriginal or other communities have suggestions on how the meeting can be structured so that it better reflects and validates their culture? Varying your meeting location so that gatherings are held in different community organizations may allow for greater participation from the community and also enable diverse groups to gain a better understanding of each other's experience. Consider days of significance for various faiths and cultures. Many of these dates can be found on the Internet. Several municipalities have developed their own diversity calendars. See an example on page 20.

## D) VALIDATE EXPERIENCE

Validate the experience and expertise of your stakeholders. Everyone brings something to the process. Recognize each person's strengths and build capacity when required.

## E) RECOGNIZE LIMITATIONS

Be cognizant of limitations. Be aware of the time constraints and competing responsibilities of community members. Allow for open and honest communication regarding their level of participation. Provide for flexibility in how a person or organization can be involved. It is also important to remember that municipalities also have limitations in doing this work. Budget and staffing constraints need to be acknowledged and addressed from the start.

## F) FOLLOW-UP

Follow up with your stakeholders on an ongoing basis. Is there a reason they haven't attended previous meetings? Are there barriers to full participation that need to be addressed? Let participants know how their suggestions are being implemented. By seeing how their participation is benefiting the process, they will be more likely to continue their involvement.

## UNDERSTANDING YOUR LOCAL REALITY

The Canadian Coalition of Municipalities Against Racism and Discrimination recognizes that actions taken to combat racism and other forms of discrimination are more effective when they reflect the local reality of your municipality. The 10 Common Commitments are meant to guide your work but you are encouraged to determine their relevance to your own community.

**Taking the time to understand your unique local reality offers a number of benefits including:**

1. Ensuring that the actions you undertake are relevant, meaningful and achievable in your local context.
2. Allowing you to take into consideration the human and financial resources you have available to implement your Plan of Action.
3. Contributing to the ongoing sustainability of your initiatives as community stakeholders take ownership of work that is important to them.
4. Allowing you to better measure the success of your work (see “Establishing a Baseline” in section 4 of this toolkit).
5. Providing a case for support will be better received by Council members. It will also be more readily supported by community members.

There are a number of ways to gain a deeper understanding of your unique reality. These may include community forums, interviews with individuals and organizations, focus groups, statistical reports, reviewing recent news items, etc. Several of these are explained in greater detail in the “Developing a Plan of Action” section of this toolkit.

### PROVINCIAL/ TERRITORIAL ABORIGINAL ORGANIZATIONS

When reaching out to Aboriginal communities, it is important to consider the complexity of Aboriginal representation. While many Aboriginal Peoples live in urban areas, their political and legal representation remains with First Nations Governments on reserve, Metis locals in registered

settlements, or in Inuit communities. There are different effective ways to ensure appropriate engagement of urban Aboriginal Peoples. One is working with Provincial/Territorial Aboriginal Organizations (PTOs). These umbrella organizations are comprised of Chiefs and other Aboriginal repre-

sentatives in the territory. Another excellent way to do so is through local Aboriginal agencies or organizations, as not all Treaty people have representation once they leave the reserves (some have no ties to their home community).

### MAKE SURE YOUR MEETING IS ACCESSIBLE!

The Ontario Ministry of Community and Social Services presents some strategies to help you plan an accessible meeting, including a “check list” of things to keep in mind and tips for understanding the universal symbols of accessibility. It also offers “how-to videos” for accessibility tips and advice.

[www.mcsc.gov.on.ca/en/mcsc/programs/accessibility/understanding\\_accessibility/planning\\_meeting.aspx](http://www.mcsc.gov.on.ca/en/mcsc/programs/accessibility/understanding_accessibility/planning_meeting.aspx)

The City of London (Ontario) Accessibility Advisory Committee has developed two Guides on how to plan accessible (indoor or outdoor) events. They include information on etiquette, terminology as well as check-lists to make sure nothing is forgotten!

[www.accessibility.london.ca](http://www.accessibility.london.ca)

## BEST PRACTICE – CONVERSATION CAFÉS

Conversation Cafés can be a very cost-effective way to gather information from your local community. Simple to host, these enjoyable community gatherings allow participants to engage with each other, share their ideas and suggest strategies for moving forward on important issues.

For information on how to host a conversation café please visit

[www.conversationcafe.org](http://www.conversationcafe.org)



## THE CALL FOR MUNICIPALITIES TO JOIN CCMARD

This basic resource provides information on the Canadian Coalition of Municipalities Against Racism and Discrimination, the Human Rights Framework, the 10 Common Commitments and Sample Actions. The Call is available online at:

[www.ccmcrd-ccmcrd.ca](http://www.ccmcrd-ccmcrd.ca)

# DEVELOPING A CASE FOR SUPPORT

You have engaged your community stakeholders and gained a deeper understanding of the local context in which you are living and working. It is now time to compile this information and develop a case for supporting CCMARD membership. You may choose to format this information into a report, PowerPoint presentation or share the information during an informal discussion with a Council member. The manner you choose will largely depend on where the impetus has come from (i.e., did Council request the information or is it an initiative of a community-based organization?) and whether you already have Council support or have faced opposition in the past.

### SOME IDEAS TO HELP YOU STRENGTHEN YOUR CASE FOR CCMARD MEMBERSHIP ARE:

- **Talk to other municipalities.** Connect with other municipalities that have made the decision to join the Coalition. Ask them about the challenges they faced (if any) and how they overcame them. Find out how their community has benefitted since joining. Try to look for a municipality that has similar characteristics as yours (e.g. population size, similar issues and demographics, comparable financial and human resources, etc) to make comparison easier. The Canadian Commission for UNESCO can help you get in touch with municipalities and partners already involved in CCMARD.

- **Involve your stakeholders.** Your community stakeholders have valuable insight and experience to share. Ask them to speak to parts of your presentation. Having the voices of diverse community members heard by Council will deepen their understanding of the importance of CCMARD membership. Other stakeholders may choose to write letters of support to accompany your case for CCMARD.

- **Know the benefits of CCMARD membership.** Be prepared to speak to the benefits of joining the Coalition. Some of these benefits were discussed in the previous section of this toolkit. It is also important to anticipate any questions and concerns and be prepared to address them. A list of common questions and possible responses are included in the “Joining CCMARD” section of this toolkit.

- **Be persistent.** Working to effect change in the area of racism and discrimination takes time. Be patient. If your Council is not ready to recognize the importance of CCMARD membership right away, do not give up. Continue to educate Council members about diversity and the issues affecting your community. Ask that the decision be re-visited in the near future.

## BEST PRACTICE INVOLVE YOUTH!

Youth from your community may wish to support the development of a case for CCMARD as well as work with local stakeholders on implementing the common commitments. In **Fort Macleod** (Alberta), local youth presented before their City Council in April 2011 and

asked the municipality to join CCMARD (Fort Macleod joined CCMARD on July 25, 2011).

Diverse strategies on how to involve youth can be found in the “Youth engagement” section of this toolkit.

## QUICK WINS – LETTERS OF SUPPORT

Citizens and organizations may wish to send to the Council letters of support to encourage their municipality to join CCMARD. An example of a letter of support is available at Annex 2.

## BEST PRACTICE

### IDENTIFY CCMARD CHAMPIONS

Identifying a Council member who can act as a Champion for CCMARD will be helpful in getting the resolution passed. This Councilor can speak to her/his colleagues informally, present the issues during Council meetings and ask that the administration explore CCMARD membership more fully (this can sometimes be accomplished through a Notice of Motion). Ultimately, Council members can make the motion to join the Coalition during a Council meeting. They will also be instrumental in the implementation of your CCMARD action plan.

“Our Mayor has always been very committed to making our community more welcoming and inclusive for all. She championed CCMARD from the start. She is the reason we were the first municipality in Alberta to join the Coalition. Since then she has been instrumental to our ongoing success.”

– Regional Municipality of Wood Buffalo, Alberta

“The Mayor of Markham and the Markham Council have strongly supported the development of a Diversity Action Plan. Markham has been able to develop a strategy that will positively impact the communities of focus as selected by Markham Council. In addition, the Race Relations Committee of Markham brought CCMARD to Council's attention and as a result the Town has appointed a Councilor to CCMARD. This Councilor is one of three who sit on the Race Relations Committee to provide additional leadership.”

– Town of Markham, Ontario

It is also important to identify a champion from the municipal administration. This will help to contribute to the sustainability of your CCMARD initiatives once the term of your elected champion comes to an end. This individual should have a strong knowledge of and commitment to CCMARD.



## BEST PRACTICE INTERCULTURAL CALENDAR

Check out calendars to learn about significant dates that are important to different cultures as a way of celebrating diversity! **Montreal's intercultural calendar** is a unique reference tool for following socio-cultural activities which demonstrate the rich traditions and civic engagement of Montrealers. It contains more than 400 religious and thematic festivals as well as commemorative days of the

year. Each year, the calendar highlights citizens' achievements or a specific theme. The 2011 calendar honored youth and the 2012 calendar honors Aboriginal Peoples.

[http://ville.montreal.qc.ca/pls/portal/docs/PAGE/DEV\\_SOCIAL\\_FR/MEDIA/DOCUMENTS/MEP\\_FINAL-7.PDF](http://ville.montreal.qc.ca/pls/portal/docs/PAGE/DEV_SOCIAL_FR/MEDIA/DOCUMENTS/MEP_FINAL-7.PDF)

## ASSESS YOUR CULTURAL COMPETENCE!

Refer to the Cultural Competency – A Self-Assessment Guide For Human Service Organizations prepared by the former Cultural Diversity Institute to learn more!

[www.calgary.ca/CSPS/CNS/Documents/fcss/cultural\\_competency\\_self\\_assessment\\_guide.pdf](http://www.calgary.ca/CSPS/CNS/Documents/fcss/cultural_competency_self_assessment_guide.pdf)

A self-evaluation grid is also available at Annex 12.





CCMARD  
**SECTION 03**  
JOINING CCMARD

# JOINING CCMARD

“WHERE, AFTER ALL, DO UNIVERSAL HUMAN RIGHTS BEGIN? IN SMALL PLACES, CLOSE TO HOME – SO CLOSE AND SO SMALL THAT THEY CANNOT BE SEEN ON ANY MAPS OF THE WORLD. YET THEY ARE THE WORLD OF THE INDIVIDUAL PERSON; THE NEIGHBORHOOD HE LIVES IN; THE SCHOOL OR COLLEGE HE ATTENDS; THE FACTORY, FARM, OR OFFICE WHERE HE WORKS. SUCH ARE THE PLACES WHERE EVERY MAN, WOMAN, AND CHILD SEEKS EQUAL JUSTICE, EQUAL OPPORTUNITY, EQUAL DIGNITY WITHOUT DISCRIMINATION. UNLESS THESE RIGHTS HAVE MEANING THERE, THEY HAVE LITTLE MEANING ANYWHERE. WITHOUT CONCERTED CITIZEN ACTION TO UPHOLD THEM CLOSE TO HOME, WE SHALL LOOK IN VAIN FOR PROGRESS IN THE LARGER WORLD.”

– ELEANOR ROOSEVELT, EXCERPT FROM AN ADDRESS PRESENTED ON THE OCCASION OF THE TENTH ANNIVERSARY OF THE UNIVERSAL DECLARATION OF HUMAN RIGHTS, 1958



## JOINING CCMARD

The process of becoming a signatory member of the Canadian Coalition is relatively simple. The following **4 steps** can guide you in the process:

### STEP 1

Prepare Your Case – Secure support

### STEP 3

Inform the Canadian Commission for UNESCO

### STEP 2

Adopt a Resolution to join CCMARD and sign the Declaration

### STEP 4

Declare and celebrate your involvement

## STEP 1 PREPARE YOUR CASE – SECURE SUPPORT

The impetus to join the Canadian Coalition of Municipalities Against Racism and Discrimination can come from a variety of sources: concerned community members, community-based organizations, or provincial and federal municipal associations such as the Union des municipalités du Québec and the Federation of Canadian Municipalities. In some cases, it may come from Council or Administration.

Wherever the initial driving force comes from, **it is necessary to obtain the support of your municipality's local government in order to formalize your commitment to CCMARD.** As the signatory

membership of CCMARD is comprised of municipalities, a resolution passed by Council is required to join (see page 26 to learn more).

As implementing the Ten Common Commitments of the Plan of Action is a long-term objective, **it is also necessary to secure the support of local stakeholders and partners, including relevant municipal divisions, businesses and community organizations from the beginning in order to ensure sustainability of the initiative.** This section provides some ideas on how to secure support from your Council as well as from other stakeholders.

### TIPS TO SECURE SUPPORT FROM YOUR COUNCIL

Grounding your request in the realities of your local community will help you make your case for joining CCMARD. Here are some additional points to consider.

It is the responsibility of municipal councils to ask questions about initiatives before making a decision to join. This is especially true of resolutions that may have budget implications or consist of long-term commitments that will carry on after the term of the current council. Be prepared to answer these questions and to do additional research as required. The more information Council has the more likely it is to pass the resolution. Council members will also demonstrate a stronger commitment to ongoing action after they join if they are well-informed from the start.

## SUPPORT FROM NATIONAL AND PROVINCIAL MUNICIPALITIES' ORGANISATIONS

The Federation of Canadian Municipalities (FCM) continues to support the mandate of CCMARD and in 2005 and 2010 called on its members to join CCMARD.

The *Union des municipalités du Québec* (UMQ) and the Alberta Urban Municipalities Association (AUMA) adopted a resolution supporting CCMARD in 2006 and 2010 respectively. In 2011, the Union of Nova Scotia Municipalities (UNSM) also called on its members to join CCMARD.

## BEST PRACTICE ORGANIZATIONAL READINESS ASSESSMENT

The **City of Ottawa** conducted an Organizational Readiness Assessment to determine what was already being done to combat racism and other forms of discrimination in the City. Doing so allowed the City to identify interesting practices, policies, programs and services that were already in place.

Conducting such an assessment will not only help you prepare your case for CCMARD membership but will also help you gather baseline data and inform your Plan of Action. Excerpts are included in Annex 11.

To view the complete Assessment:

[http://ottawa.ca/calendar/ottawa/citycouncil/occ/2011/04-13/fedco/11%20-%20ACS2011-COS-HR-0003\\_CMARD\\_FINAL%20-%20eng.htm](http://ottawa.ca/calendar/ottawa/citycouncil/occ/2011/04-13/fedco/11%20-%20ACS2011-COS-HR-0003_CMARD_FINAL%20-%20eng.htm)

## BELOW ARE SOME OF THE **QUESTIONS COMMONLY ASKED BY MUNICIPALITIES**

### **BUT WE AREN'T TORONTO (OR STRATFORD, PEI OR INNISFAIL, AB, OR...). HOW CAN IT WORK HERE?**

One of the strengths of CCMARD is that it is not a cookie-cutter approach to combating racism and other forms of discrimination. While there are 10 Common Commitments to guide your work, the Coalition encourages your Plan of Action and initiatives to reflect your municipality's unique local realities. This may mean focusing your work on a specific issue in your community (for example, temporary foreign workers), taking a particular approach (for example, focusing on internal policies or public awareness) or assessing how much (or how little) of your budget is available to undertake this important work. Some larger municipalities have departments devoted to diversity initiatives; other smaller communities rely on dedicated volunteers. It is up to your municipality to define your community's needs and design your approach to address them.

### **BUT WE ARE ALREADY INCLUSIVE. WE DON'T HAVE PROBLEMS LIKE RACISM HERE. WHY DO WE NEED TO JOIN?**

As frustrating as it might be to hear this response at times, those of us involved in anti-discrimination work need to acknowledge that it is a common belief. This may be especially true in smaller communities where diversity may not be as visible. In responding to this question it is important to acknowledge the efforts that your municipality is already making in creating a welcoming and inclusive community. Community organizations, church groups, employers, schools, universities, and councils have done incredible work in combating racism and other forms of discrimination. Joining CCMARD is a way of publicly recognizing this work and making a commitment to building on it.

It is important to be responsive to incidents of racism and discrimination in our communities. It is perhaps even more important to be proactive and prevent them from occurring in the first place. Municipalities have an integral role to play in this. CCMARD membership and developing a Plan of Action can help.

Finally, engaging stakeholders (especially from diverse communities) can be helpful in giving the issues a "voice". Learning about racism and other forms of discrimination is an ongoing journey. Learning from the lived experiences of others can be an important step in this process. Provide educational opportunities to your Council. Understanding can lead to action.

### **WHY THE COALITION AGAINST RACISM AND DISCRIMINATION AND NOT THE COALITION FOR BECOMING WELCOMING AND INCLUSIVE?**

The terms "racism" and "discrimination" can sometimes present challenges for people. The Canadian Commission for UNESCO has noticed some attempts to soften this language or to use euphemisms. The decision was made to use this language for a couple of reasons. First, it aligns the Canadian Coalition with the other regional coalitions in Africa, Latin America/Caribbean, Europe, Asia/Pacific, and the Arab States. Secondly, it is important to name the issues we are working to address. Naming racism and other forms of discrimination is powerful in our struggle to eliminate them and also validates the experiences of marginalized communities.

### **WHAT ARE THE BENEFITS OF JOINING?**

Municipalities are often dealing with several issues and initiatives competing for their time, attention, and limited human and financial resources. Clearly outlining the benefits can often help guide municipalities in deciding on the importance of belonging to the Coalition. These benefits are discussed on page 10 of this toolkit.

### **HOW MUCH DOES IT COST?**

There are no costs to join CCMARD.

Each municipality is encouraged to consider the resources available in its community when they are developing a Plan of Action and choosing which initiatives to implement. Members are free to invest the financial resources they believe necessary to implement their plan effectively. This will vary greatly from one municipality to another and depend on the programs and policies that already exist as well as the areas of focus chosen as priorities. For example, smaller municipalities that have more limited resources may find it necessary to focus on just a few of the 10 Common Commitments at the beginning of their CCMARD involvement and build on these over time.

It is important to remember that being a CCMARD member means being able to tap into the experience and expertise of other municipalities. It is hoped that this will allow you to implement successful programs in your own community without having to invest significant resources in their development.

### WHAT IF WE ARE UNABLE TO COMPLETE THE PROCESS TO JOIN CCMARD WITHIN THE TERM OF OUR ELECTED OFFICIALS? WHAT IF OUR CHAMPION LEAVES?

It is important to consider succession planning in your efforts to join CCMARD. If there is a turnover in your elected officials or the champion within your municipality's administration leaves there is the possibility that your efforts will be halted. This risk can be mitigated by establishing solid partnerships with community organizations, securing support within your municipal administration in addition to your current champion, and ensuring all elected officials are informed of your work to date.

### HOW MUCH TIME DOES IT TAKE TO DEVELOP A PLAN OF ACTION?

Again, this varies greatly from one municipality to another and depends on such factors as existing resources (both financial and human), the number of consultations required, the policies and programs that currently exist, and the approval process your municipality chooses to implement. Experience has shown that it takes anywhere between 6 months and 4 years to create a Plan of Action that meets the needs of a municipality.

### WHAT IMPACT HAS CCMARD MEMBERSHIP HAD ON SIGNATORY MUNICIPALITIES?

CCMARD is still a relatively new initiative and, as such, it is hard to quantify its outcomes. With this in mind, however, several municipalities have already indicated concrete changes in their communities. These have included the adoption of a clear and concise Plan of Action that involves several community stakeholders, new programs to engage and raise awareness amongst youth, new policies on equity and employment, and many other initiatives. Stemming from this early success, one can only think these programs will lead to positive results and a strong foundation on which to build more inclusive communities free of racism and discrimination.

### HOW DO WE MONITOR OUR PROGRESS?

Each municipality chooses how it will monitor progress with regards to its CCMARD initiatives. As each municipality's Plan of Action is different, the evaluation processes put into place to measure success are also unique. This toolkit provides some

information to consider when deciding how to measure your progress. As always, CCMARD members may count on the support of other signatory municipalities and Coalition partners when developing a monitoring strategy.

### TO WHOM DO WE NEED TO REPORT? HOW AND HOW OFTEN?

By signing the CCMARD Declaration, municipalities have committed to report their progress to their citizens. How a municipality chooses to do this and the frequency of these reports remains the decision of the municipality. It is recommended, however, that this be done on an annual basis. Citizens are encouraged to follow up with their municipality to inquire about the implementation of the commitments. The municipality is invited to forward to the Canadian Commission for UNESCO copies of status reports presented to Council.

In order to keep track of the progress of the Canadian Coalition, the Canadian Commission for UNESCO also asks that signatory municipalities provide an information report on the Coalition every two years (actions undertaken, events, new programmes and policies, remaining gaps, etc.). To avoid duplication, municipalities can forward a report written for another audience (e.g. City Council, provincial organization) that would contain information on the areas of action covered by the Ten Common Commitments.

### WILL THE MUNICIPALITY BE UNDER THE CANADIAN COMMISSION FOR UNESCO SCRUTINY IF WE JOIN?

Absolutely not. Signatory municipalities are only accountable to their citizens. The information report that is required every two years by the Canadian Commission for UNESCO is only this, an information report. The purpose of the report is not to "scrutinize" the municipality's progress but rather to help the Commission track progress amongst the Coalition members and be more effective in its role of sharing information between signatory municipalities, CCMARD partners and, when relevant, other international coalitions.

## BEST PRACTICE STRATEGIC PARTNERSHIPS

Forming strategic partnerships can provide strength to your request. The Alberta Urban Municipalities Association, the Alberta Human Rights Commission and the Government of Alberta formed such a partnership in 2008. The

resulting Welcoming and Inclusive Communities initiative (WIC) has been instrumental in encouraging increased participation in CCMARD from Alberta municipalities.

<http://wic.auma.ca/>

**EXAMPLES OF RESOLUTIONS** adopted by Councils are provided at Annex 3.

**TOOL – SPEAKING NOTES**

These speaking notes can be used by community members to explain CCMARD to Council or by a member of Council introducing CCMARD at a Council Meeting. Adapt them to your local municipality for increased effectiveness. This tool can be found at Annex 1.

## STEP 2

### ADOPT A RESOLUTION TO JOIN CCMARD AND SIGN THE DECLARATION

In some cases, municipalities have initiated their involvement in CCMARD by passing an exploratory motion directing administration to research the Coalition and its potential benefit to the community. The Administration is asked to report its findings to Council at a later date. This may be an important first step if Council is not knowledgeable about the Coalition.

Once you are confident that you have the support of your Council, the CCMARD resolution will have to be tabled by a Councilor. It is important for this individual to have a clear understanding of the Coalition in order to field questions from the Mayor

or other Councilors. It will also be helpful if administrative staff who can speak to CCMARD are present to answer questions related to the potential impact of the decision.

A municipality may choose to use the text of the *Declaration to Join the Canadian Coalition of Municipalities Against Racism and Discrimination* (see next page) as the text of the Resolution to be adopted by Council. It can also choose to draft its own Resolution for adoption by Council and sign the Declaration later, before local organizations and citizens, at a signing ceremony – see “Declare and celebrate your involvement” section.

## BEST PRACTICE

### INCLUDE CONCRETE ACTIONS IN RESOLUTION

It may be helpful to add a concrete action to the resolution. This may be instructing Administration to form a CCMARD Committee or providing Council a process and timeline for developing an

action plan. This will help ensure that action is taken after the resolution has passed and momentum is not lost.



## Declaration to Join the Canadian Coalition of Municipalities Against Racism and Discrimination

### GIVEN THAT:

The Canadian Commission for UNESCO (United Nations Educational, Scientific and Cultural Organization) is calling on municipalities to join a Canadian Coalition of Municipalities Against Racism and Discrimination and be part of UNESCO's international coalition launched in 2004; and the Federation of Canadian Municipalities endorses the Call for a Canadian Coalition of Municipalities Against Racism and Discrimination and encourages its members to join; and

### WHEREAS:

Municipal governments in Canada, along with other levels of government, have responsibilities under Canada's Charter of Rights and Freedoms as well as federal, provincial and territorial human rights codes, and therefore have an important role to play in combating racism and discrimination and fostering equality and respect for all citizens;

### BE IT RESOLVED THAT:

The Municipality of \_\_\_\_\_ agrees to join the Coalition of Canadian Municipalities Against Racism and Discrimination and, in joining the Coalition, endorses the Common Commitments and agrees to develop or adapt its own unique Plan of Action accordingly. These Common Commitments and the Municipality's unique Plan of Action will be an integral part of the Municipality's vision, strategies and policies.

In developing or adapting and implementing its own unique Plan of Action toward progressive realization of the Common Commitments, the Municipality will cooperate with other organizations and jurisdictions, including other levels of government, Aboriginal peoples, public and private sector institutions, and civil society organizations, all of whom have responsibilities in the area of human rights.

The Municipality will set its priorities, actions and timelines and allocate resources according to its unique circumstances, and within its means and jurisdiction. The Municipality will exchange its expertise and share best practices with other municipalities involved in the Coalition and will report publicly on an annual basis on actions undertaken toward the realization of these Common Commitments.

\_\_\_\_\_

Date

\_\_\_\_\_

Place

\_\_\_\_\_

Signature

## INFORMING THE CANADIAN COMMISSION FOR UNESCO

The letter from Kingston informing the Canadian Commission for UNESCO of its decision to join the Canadian Coalition of Municipalities Against Racism and Discrimination can be found at Annex 5. Please feel free to base your letter on this example but remember to include the information previously listed.

## STEP 3 INFORM THE CANADIAN COMMISSION FOR UNESCO

Once your Council has passed the resolution to join CCMARD it is important for your municipality to inform the Canadian Commission for UNESCO of this important decision. You can do this by sending a letter to the attention of the Secretary-General.

Your letter should contain the following information:

- 1.** Notification of your municipality's recent decision to join the Canadian Coalition of Municipalities Against Racism and Discrimination.
- 2.** A copy of the resolution passed by Council.
- 3.** A signed copy of the minutes of the meeting when the resolution was passed.
- 4.** A signed copy of the Declaration (if not included with the resolution).

Once this information is received, the Canadian Commission for UNESCO will officially acknowledge your municipality's membership in CCMARD. At this time, the following information will be requested:

### LETTERS CAN BE ADDRESSED TO:

Canadian Commission for UNESCO  
Att. Secretary-General | 350 Albert Street, PO Box 1047 |  
Ottawa, Ontario K1P 5V8

A copy should also be sent electronically to the Secretary-General, with copy to the Programme Officer, Social and Human Sciences.

To find their contact information:  
[www.unesco.ca/en/contact\\_us.aspx](http://www.unesco.ca/en/contact_us.aspx)

- 1.** A copy of your municipality's logo (300 dpi) for inclusion on CCMARD publicity materials and website.
- 2.** An indication of the timeframe for the development of your municipality's Plan of Action.
- 3.** Contact information for both an elected official and a municipal staff person who will act as the primary contacts for future correspondence. Do not forget to inform the Canadian Commission for UNESCO when a contact changes!

## THE ROLE OF THE PRIMARY CCMARD CONTACTS

### THE ELECTED OFFICIAL CONTACT

The role of the elected official designated as CCMARD contact includes acting as a liaison between CCMARD and municipal associations (for example, FCM or provincial association), speaking about CCMARD at meetings where it is relevant, and reporting to their citizens on the progress of the municipality's CCMARD involvement. Many elected officials are also active within one or more of their local committees (diversity, accessibility, etc.), for which they may act as a liaison between CCMARD and the committee members. Like the staff contact, the elected officials will receive CCMARD information and invitations to participate in CCMARD meetings and are encouraged to share their municipality's best practices with other municipal signatories.

### THE MUNICIPAL STAFF CONTACT

The staff contact's role includes making sure CCMARD-related issues are dealt with by the proper division of the municipal administration, forwarding CCMARD information to appropriate individuals (for example, housing and policing information may not go to the same person), inviting colleagues to keep him/her informed of what is happening in their sector and sharing this information with the Canadian Commission for UNESCO. This person will also be responsible for providing the information reports to the Canadian Commission for UNESCO. The municipal staff contact will receive invitations to attend annual CCMARD meetings, participate in consultations, and share his or her municipality's progress and best practices. The contact person is free to participate or not in these processes and is welcome to ask someone else to take on this role if his or her expertise is more suited for the particular task (for example, if a document to be reviewed is focused primarily on youth, the contact person may ask someone from the local youth council to reply).

## STEP 4 CELEBRATING AND DECLARING YOUR INVOLVEMENT

Working to eliminate racism and other forms of discrimination is challenging and ongoing work. It is important to celebrate your successes along the way. Having the resolution passed by your Council is definitely a cause to celebrate!

The Canadian Commission for UNESCO encourages municipalities to publicly announce their new commitment to CCMARD. This section highlights some of the ways municipalities have done this.

### COMMUNICATE YOUR DECISION TO JOIN

- Send releases to local media.
- Highlight the municipality's decision to join on the municipal website.
- Include the announcement in local newsletters and e-bulletins.
- Invite community-based organizations to share the information with their networks.

### ORGANIZE A SIGNING CEREMONY

- Invite representatives of community-based organizations, police authorities, media, municipal employees, community members, local schools, etc.
- Ask the Canadian Commission for UNESCO to send you the template to prepare a poster-sized Declaration (26 by 40) with your municipality's logo to sign publicly and display proudly at City Hall (or elsewhere).
- Distribute pre-signed copies of the CCMARD Declaration (smaller size, 11 by 14) to attendees.
- Ask local cultural groups to perform.
- Invite attendees to contribute to a common art piece.
- Have a CCMARD cake prepared!

### ORGANIZE A COMMUNITY EVENT

- Do this in partnership with key community stakeholders.
- Include a cultural component recognizing the diversity of your community.
- Involve youth from your local schools.
- Invite community members to share what joining CCMARD means to them.
- Encourage creativity!

### NEWS RELEASE, MEDIA BACKGROUNDER

Vancouver, British Columbia – News Release, October 5, 2010 – Annex 8

Example of Media Backgrounder – Annex 7

### HOSTING A SIGNING CEREMONY

Prince Albert, Saskatchewan; Calgary, Alberta; Vancouver, British Columbia; Quebec City, Quebec; Ottawa, Ontario and some others have organized signing ceremonies that vary in format, attendance and outreach. Municipalities are encouraged to use the Ceremony as an occasion to inform their citizens of their commitments, celebrate their engagement and develop or strengthen partnerships with various local organisations.

Vancouver, British Columbia – Invitation to the Official CCMARD Signing Ceremony and Event Program – Annex 9

### QUICK WINS – UNESCO Associated Schools Network (ASPnet)

Check if there are UNESCO Associated Schools in your region. They may be interested in being involved in a community event or another aspect of your participation within CCMARD!

[www.unesco.ca/en/interdisciplinary/aspnet/default.aspx](http://www.unesco.ca/en/interdisciplinary/aspnet/default.aspx)

## LINK YOUR EVENT TO A SPECIAL DAY

### March 8

#### International Women's Day

[www.un.org/en/events/women/iwd/2011/index.shtml](http://www.un.org/en/events/women/iwd/2011/index.shtml)

### March 21

#### International Day for the Elimination of Racial Discrimination

[www.un.org/en/events/racialdiscriminationday/](http://www.un.org/en/events/racialdiscriminationday/)

### May 21

#### World Day for Cultural Diversity for Dialogue and Development

[www.un.org/en/events/culturaldiversityday/](http://www.un.org/en/events/culturaldiversityday/)

### August 9

#### International Day of the World's Indigenous People

[www.un.org/en/events/indigenousday/](http://www.un.org/en/events/indigenousday/)

### August 12

#### International Youth Day

[www.un.org/en/events/youthday/](http://www.un.org/en/events/youthday/)

### December 3

#### International Day of Persons with Disabilities

[www.un.org/disabilities/default.asp?id=111](http://www.un.org/disabilities/default.asp?id=111)

### December 10

#### Human Rights Day

[www.un.org/en/events/humanrightsday/2010/index.shtml](http://www.un.org/en/events/humanrightsday/2010/index.shtml)

Municipalities are also encouraged to celebrate diversity and inclusion by hosting and supporting public awareness in their cities of events that are designated by the Government of Canada such as:

### May 25-28

Aboriginal Awareness Week

### June 27

Canadian Multiculturalism Day

### February

Black History Month

### May

Asian Heritage Month

For more information go to:

[www.canada.gc.ca/aboutcanada-ausujetcanada/celebration/nel\\_fg-eng.html](http://www.canada.gc.ca/aboutcanada-ausujetcanada/celebration/nel_fg-eng.html)



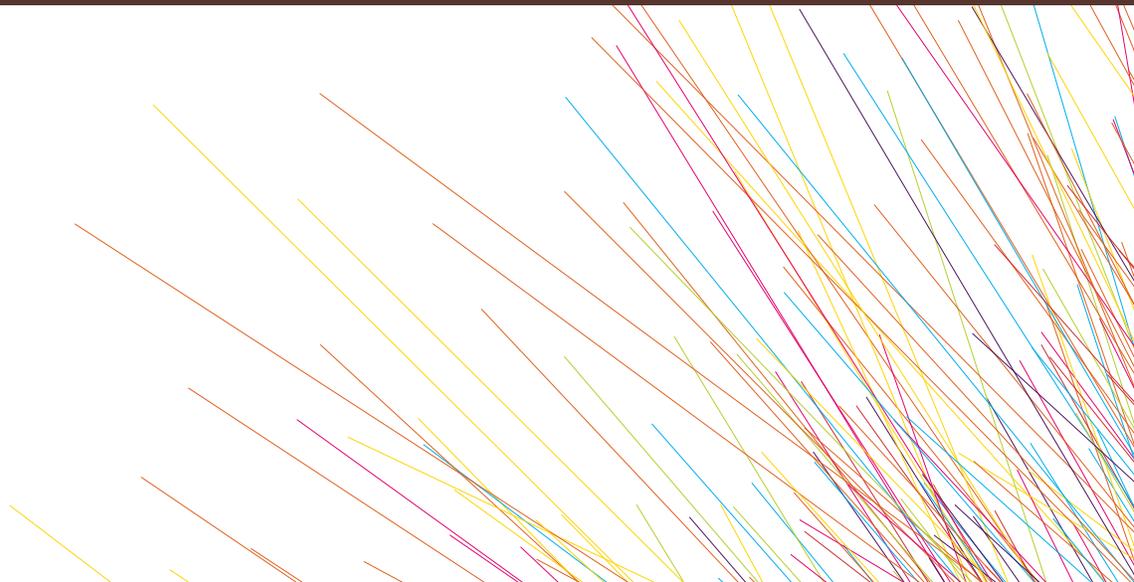


CCMARD  
**SECTION 04**  
DEVELOPING A PLAN OF ACTION

# DEVELOPING A PLAN OF ACTION

“NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL CITIZENS CAN CHANGE THE WORLD. INDEED, IT IS THE ONLY THING THAT EVER HAS.”

– MARGARET MEAD



## DEVELOPING A PLAN OF ACTION

One of your municipality's first responsibilities as a CCMARD signatory is the development of your own unique Plan of Action. The careful creation of this plan is integral to the success of your efforts to combat racism and other forms of discrimination. It will serve as a guide for the implementation of your initiatives, a tool for increased accountability, and will allow you to more effectively monitor your progress and plan for future actions. Having a clearly defined plan will provide a focus to your work and an agreement to return to when questions arise. The development of your Plan of Action is an opportunity for active community engagement leading to increased ownership and responsibility in the implementation phase.

This section covers some key information to consider when creating your Plan of Action including:

**Elements of success**  
**Identifying the issues**  
**Establishing a baseline**  
**Identifying action items**  
**Indicators and evaluation**

Throughout this section there are several tools to help you in this process; best practices from other CCMARD members, a sample letter to community stakeholders, sample actions linked to the 10 Common Commitments, a template for your Plan of Action, as well as examples of Plans of Action.

**REMEMBER** to send your completed Plan of Action to the Canadian Commission for UNESCO!

### MUCH OF THE INFORMATION

in this section was adapted from the AUMA Welcoming and Inclusive Communities Toolkit.

*A copy of this toolkit can be found at [www.auma.ca/live/digitalAssets/25/25953\\_WICT\\_booklet\\_10232008.pdf](http://www.auma.ca/live/digitalAssets/25/25953_WICT_booklet_10232008.pdf)*

## BEST PRACTICE

### INVOLVE VARIOUS DEPARTMENTS IN THE PREPARATION OF YOUR ACTION PLAN

After joining CCMARD (September, 2006), The **City of Calgary** put together an advisory team (2007) consisting of three council members and several administrative staff from business units across the Corporation including Transportation, Calgary Police Service (CPS), Human Resources (HR), and Community and Neighbourhood Services (CNS) to develop an action plan. A community

consultation, in which more than 40 community groups representing a variety of sectors and population groups participated, was also organized to gather local input on how to move forward on this initiative. In July, 2008, Council approved the recommendation that they receive the CCMARD Action Plan (2007) for information. In November, 2008, Council approved a three year pilot

project to action the recommendations in the CCMARD Action Plan (2007). As a result of this pilot, a new action plan and framework has been developed entitled, "Diversity & Inclusion in the Workplace Framework and Action Plan" (March 31, 2011). Diversity & Inclusion in the Workplace was rolled out in the fall of 2011, and will be implemented in the business cycle of 2012-2014.

## THE ACTION PLANNING PROCESS

- 1.** In collaboration with relevant divisions of the municipal administration and local partners, create an inventory of existing practices and policies related to the Common Commitments.
- 2.** Consult with local stakeholders. What is working? What is missing? Who can contribute?
- 3.** Draft first version of action plan.
- 4.** Solicit and incorporate feedback from community stakeholders.
- 5.** Create final version of action plan.
- 6.** Present your Plan of Action to Council for adoption.
- 7.** Communicate your plan to all municipal staff and community partners.
- 8.** Implement and evaluate.
- 9.** Report on your progress.

## TOOL – INTERACTIVE SPREADSHEET

The Canadian Commission for UNESCO has prepared an interactive spreadsheet to help you compile information on existing practices and policies, who is involved and keep track of your progress. The document “How to use the Excel document” will guide you throughout this process.

Both documents are available online at [www.ccmard-ccmcrd.ca](http://www.ccmard-ccmcrd.ca)

## ELEMENTS OF SUCCESS

A successful Plan of Action contains several key elements. These include:

- 1) **Form a Staff Committee**
- 2) **Engagement of Elected Officials**
- 3) **Reaching out: Involving Stakeholders**
- 4) **Linking to existing priorities, initiatives and networks**
- 5) **Reflecting your local reality**

### 1. FORM A STAFF COMMITTEE

Form a staff committee comprised of senior administration and front-line staff across municipal departments. This committee can inform the Plan of Action and be instrumental in ensuring the successful implementation of the action planning process. Having representatives from all municipal departments will allow increased communication of your CCMARD objectives and initiatives.

### 2. ENGAGEMENT OF ELECTED OFFICIALS

A successful Plan of Action to combat racism and other forms of discrimination requires the engagement and ongoing support of municipal leaders. By adopting the resolution to join CCMARD, Council has committed to the development of this plan and is encouraged to remain involved in its creation and implementation. When the plan has

been developed, it should be reviewed and adopted by Council at a regular meeting. Having municipal leaders actively engaged in all stages of the planning process greatly contributes to the project’s overall success by:

- 1) lending credibility to the initiative in the eyes of community members, business leaders, municipal organizations and institutions;
- 2) contributing to the sustainability of the initiative by potentially contributing resources, incorporating it into other municipal initiatives and shifting public opinion; and
- 3) building trust among diverse community members who view their municipal leaders as validating their experiences and seeking to address issues of common concern.

### 3. REACHING OUT: INVOLVING STAKEHOLDERS

The diversity in your community is strength to draw on when developing your Plan of Action. In addition to differences related to such aspects of identity as culture, race, gender, sexual orientation and age, remember to include the different actors in your municipality as well: economic development agencies, public institutions, community-based organizations, faith-based groups, housing authorities, youth-led organisations, etc.

## BEST PRACTICE LINKING TO YOUR MSP

Some municipalities have successfully incorporated their CCMARD action plans into their Municipal Sustainability Plan (MSP). Below are some examples:

“Sustainable Brooks: Together for a better tomorrow”, City of Brooks, Alberta

[www.brooks.ca/index.php?option=com\\_content&view=article&id=400&Itemid=465](http://www.brooks.ca/index.php?option=com_content&view=article&id=400&Itemid=465)

“City of Grande Prairie Municipal Sustainability Plan (MSP)”, City of Grande Prairie, Alberta

[www.cityofgp.com/citygov/dept/enviro/sustainability/default.htm?fromNav=&item=](http://www.cityofgp.com/citygov/dept/enviro/sustainability/default.htm?fromNav=&item=)

“Stratford 2028”, Town of Stratford, PEI

[www.town.stratford.pe.ca/sites/default/files/site\\_files/files/Imagine\\_Stratford\\_2028.pdf](http://www.town.stratford.pe.ca/sites/default/files/site_files/files/Imagine_Stratford_2028.pdf)

## BEST PRACTICE ADVISORY GROUPS

Several municipalities have established successful community advisory groups to inform and help implement their CCMARD work. For examples of how communities have done this please see “Reaching Out: Involving Stakeholders” in this section of the toolkit.

Here are some things to keep in mind:

- 1) Start involving community stakeholders at the very beginning of your CCMARD involvement. Your municipal signing ceremony is an ideal place to do this. Take advantage of the fact that these individuals are interested enough in the initiative to attend. Ask if you can contact them as your work progresses.
- 2) It may take some time to get the right people in the room. Throughout the process it will be essential to ask: "Who is not here? Who do we need to invite?" If gaps are recognized, reach out personally to these individuals/organizations and invite their active participation.
- 3) Create a feeling of comfort and safety for sharing. This may be especially important to members of marginalized communities who may feel they are taking a risk in participating and sharing their experiences. Ask participants what they need in order to feel they can participate fully and comfortably.
- 4) Many diverse communities have been asked to participate in similar processes in the past. Often these initiatives have achieved little more than a report that is shelved and collects dust in an office. Be clear how this process is different and will lead to action. Review the municipality's commitment to action.
- 5) Invest time at the beginning to establish a shared community vision for your CCMARD work. If you take the time to define key terms and objectives at the start of the action planning process you help to ensure that everyone is working from the same understanding. Revisit your community vision frequently and be prepared to revise it as your work progresses.
- 6) Be careful to avoid placing individuals in the position of "expert" or "spokesperson" for their entire race, ethnicity, gender, sexual orientation or other aspect of their identity. Experiences are diverse even within cultural groups. Try to seek a fuller understanding of these different perspectives within any given group.
- 7) Be creative in your approach. Not all communities will respond to the same approach. It may be necessary to offer several different opportunities for participation; community forums, individual interviews, focus groups, conversation cafes, informal cultural gatherings, questionnaires, etc.
- 8) Provide a copy of the Plan of Action to stakeholders, especially community members. Make your Plan of Action easy to find on your municipality's website. Understanding your municipality's strategy and being informed of the steps undertaken towards its implementation are important in order to keep the community engaged in the initiative.

## TOOL – INVITATION FOR COMMUNITY PARTICIPATION

The City of Winnipeg Invitation to Community for a CCMARD Workshop, December 2009, can be found at Annex 10.

## BEST PRACTICE LINKING TO POLICY AND FRAMEWORK

The **City of Edmonton**, as part of their CCMARD action plan, linked to an existing Diversity and Inclusion Policy and Framework. The City of Edmonton's Diversity and Inclusion Policy outlines that Diversity is a defining feature of Edmonton's past, present and future. And, deriving the

greatest benefit from our diversity requires a deliberate, ongoing strategy of inclusion. This policy also outlines that the City of Edmonton will regularly demonstrate progress towards the goals: a) the creation of a municipal workforce broadly reflective of the citizens and communities

it serves b) identification and removal of a barriers to participation, and barriers to service access. The Racism Free Edmonton Action Plan commits to reporting on the City's successful achievement of the Diversity and Inclusion Policy and Framework goals.

[www.edmonton.ca/city\\_government/documents/Final\\_Diversity\\_Inclusion\\_Framework\\_Implementation\\_Plan.pdf](http://www.edmonton.ca/city_government/documents/Final_Diversity_Inclusion_Framework_Implementation_Plan.pdf)

## ADVISORY COMMITTEES

Your municipality may already have a diversity committee, accessibility committee or other committees – or may be considering creating or reforming one – that could provide advice and support in the development and implementation of CCMARD-related commitments. Here are some examples that can inspire your work.

### CMARD TEAM LETHBRIDGE

The purpose of the Coalition of Municipalities Against Racism and Discrimination (CMARD) Team Lethbridge is to take the steps required to develop and promote building a welcoming and inclusive community and to support CCMARD's Ten Common Commitments. The Terms of Reference presents the mandate, goals, membership, responsibility and evaluation process of the Team.

[www.lethbridge.ca/living-here/Projects-Initiatives/Documents/CMARD%20Team%20-%20Terms%20of%20Reference.pdf](http://www.lethbridge.ca/living-here/Projects-Initiatives/Documents/CMARD%20Team%20-%20Terms%20of%20Reference.pdf)

### LONDON DIVERSITY AND RACE RELATIONS ADVISORY COMMITTEE (LDRRAC)

The London's Diversity and Race Relations Advisory Committee (LDRRAC) is a committee of individuals appointed by City Council, to provide leadership on matters related to diversity, inclusivity, equity and the elimination of discrimination in the City of London. It provides consultation, advice, report findings and makes recommendations to City Council on matters of discrimination and diversity, inclusivity and equity; works actively with police services, education, community groups, municipal organizations, social services, business, labour and government agencies in order to facilitate a stronger understanding of the needs of London's diverse populations; advises the City in the development, maintenance and refinement of policies and practices that facilitate an inclusive and supportive work environment; and initiates and participates in the development of new policies and programs or the refinement of existing ones, related to matters of discrimination, diversity, inclusivity and equity in the City of London.

[www.london.ca/LDRRAC](http://www.london.ca/LDRRAC)

### SASKATOON'S ACCESSIBILITY ADVISORY COMMITTEE

The City of Saskatoon Accessibility Advisory Committee consists of two members of City Council, two members of senior administration, and five persons from the public with disabilities and/or fulfilling the role of primary caregiver to a person with a disability. Their primary function is to develop an Action Plan to provide short and long-term goals for improving accessibility to City of Saskatoon services, facilities and infrastructure; and to develop solutions for recommendation to City Council on policies and programs for improving accessibility to City of Saskatoon services, facilities, and infrastructure.

[www.saskatoon.ca/DEPARTMENTS/City%20Clerks%20Office/Boards%20and%20Committees/City%20Boards%20and%20Committees/Pages/AccessibilityAdvisoryCommittee.aspx](http://www.saskatoon.ca/DEPARTMENTS/City%20Clerks%20Office/Boards%20and%20Committees/City%20Boards%20and%20Committees/Pages/AccessibilityAdvisoryCommittee.aspx)

### WINNIPEG'S CITIZEN EQUITY COMMITTEE (CEC)

The City of Winnipeg's Citizen Equity Committee is mandated to advise the Mayor and Council on equity and diversity issues as they impact on City of Winnipeg policies, procedures and services. Providing information, recommendations, and monitoring the progress regarding equity and diversity is the ongoing role of the Committee.

[www.citizenequity.org](http://www.citizenequity.org)

### CONSEIL INTERCULTUREL DE MONTRÉAL (CIM)

Created in 2003, the Conseil interculturel de Montréal [Montreal Intercultural Council] is entrenched in the *Charter of Ville de Montréal* – testimony to the importance Montreal's municipal administration gives to this institution that facilitates reflection on ethnocultural diversity and action in the fight against discrimination and racism. The organization's mandate is to advise City Council and the Executive Committee on municipal policies that should be implemented to encourage the integration and participation of members of cultural communities in the city's political, economic, social and cultural life. CIM has produced a number of opinions on issues ranging from the municipal management of minority places of worship to racial profiling, and its recommendations have provided direction to planning the city's policies and programs. Recently, CIM also filed an opinion on the Ville de Montréal equal access employment program, dealing specifically with barriers to the recruitment, integration and promotion of visible minorities and ethnic minorities.

[www.ville.montreal.qc.ca/cim](http://www.ville.montreal.qc.ca/cim)  
(in French only)

**HOSTING A SERIES OF CONVERSATION CAFÉS**

can be a cost-effective approach to community consultation. Please see “*Before Joining CCMARD*” section of this toolkit for more information on this approach.

**OTHER EXAMPLES OF COMMITTEES****Edmonton (AB) – Racism Free Edmonton**

[www.edmonton.ca/city\\_government/city\\_wide\\_initiatives/racism-free-edmonton.aspx](http://www.edmonton.ca/city_government/city_wide_initiatives/racism-free-edmonton.aspx)

**Halifax Regional Municipality (NS) – Advisory Committee on Accessibility**

[www.halifax.ca/boardscom/access/index.html](http://www.halifax.ca/boardscom/access/index.html)

**London (ON) – Accessibility Advisory Committee**

[www.accessibility.london.ca](http://www.accessibility.london.ca)

**Markham (ON) – Race Relations Committee / Advisory Committee on Accessibility**

[www.markham.ca/wps/portal/Markham/MunicipalGovernment/CouncilCommitteeMeetings/StandingAdvisoryCommittees](http://www.markham.ca/wps/portal/Markham/MunicipalGovernment/CouncilCommitteeMeetings/StandingAdvisoryCommittees)

**Municipality of the County of Kings (NS) – Race Relations and Anti-Discrimination Committee**

[www.county.kings.ns.ca/residents/relations.asp](http://www.county.kings.ns.ca/residents/relations.asp)

**Oakville (ON) – Accessibility Advisory Committee**

[www.oakville.ca/advisory.asp](http://www.oakville.ca/advisory.asp)

**Ottawa (ON) – Equity and Diversity Advisory Committee (EDAC) / Accessibility Advisory Committee**

[www.ottawa.ca/city\\_hall/mayor\\_council/advisory\\_committees/index\\_en.html](http://www.ottawa.ca/city_hall/mayor_council/advisory_committees/index_en.html)

**Saskatoon (SK) – Cultural Diversity and Race Relations Committee**

[www.saskatoon.ca/DEPARTMENTS/City%20Clerks%20Office/Boards%20and%20Committees/City%20Boards%20and%20Committees/Pages/CulturalDiversityandRaceRelationsCommittee.aspx](http://www.saskatoon.ca/DEPARTMENTS/City%20Clerks%20Office/Boards%20and%20Committees/City%20Boards%20and%20Committees/Pages/CulturalDiversityandRaceRelationsCommittee.aspx)

**Sherbrooke (QC) – Comité des relations interculturelles et de la diversité**

[www.ville.sherbrooke.qc.ca/webconcepteur/web/Villedesherbrooke/fr/vivre/service.prt?iddoc=98394&page=details.jsp&svcid=VS\\_LISTE\\_PG6](http://www.ville.sherbrooke.qc.ca/webconcepteur/web/Villedesherbrooke/fr/vivre/service.prt?iddoc=98394&page=details.jsp&svcid=VS_LISTE_PG6)

**Stratford (PEI) – Diversity and Inclusion Committee**

[www.town.stratford.pe.ca/content/sustainability](http://www.town.stratford.pe.ca/content/sustainability)

**Thunder Bay (ON) – Diversity Thunder Bay**

[www.diversitythunderbay.ca](http://www.diversitythunderbay.ca)

**Truro (NS) – Affirmative Action Committee**

[www.truro.ca/committees.html](http://www.truro.ca/committees.html)

**Vancouver (BC) – Multicultural Advisory Committee / Persons with Disabilities Advisory Committee / LGBTQ Advisory Committee / Womens Advisory Committee**

[vancouver.ca/ctyclerk/civicagencies/civicindex.htm](http://vancouver.ca/ctyclerk/civicagencies/civicindex.htm)

**Windsor (ON) – Accessibility Advisory Committee / Diversity Committee**

[www.citywindsor.ca/002428.asp](http://www.citywindsor.ca/002428.asp)  
[www.citywindsor.ca/003561.asp](http://www.citywindsor.ca/003561.asp)

**Winnipeg (MB) – Citizen Equity Committee / Access Advisory Committee**

[www.citizenequity.org](http://www.citizenequity.org)  
[www.aacwinnipeg.mb.ca](http://www.aacwinnipeg.mb.ca)

## RACISM AND DISCRIMINATION

affect the lives of men and women, girls and boys, in different ways.

**“WHEN WE APPLY A GENDER LENS** to city planning and decision making, we are asking about differences and inequities between women and men (girls and boys), as well as diversity and inequities among women. We recognize that no service or plan is gender neutral. We ask city decision makers to identify gender biases so as to ensure services address the needs of both women and men, and promote equity.”

—Ottawa's Diversity Snapshot  
WOMEN – Equity and Inclusion  
Lens [www.cawi-ivtf.org/sites/all/files/pdf/publications/El-Lens/DS-women.pdf](http://www.cawi-ivtf.org/sites/all/files/pdf/publications/El-Lens/DS-women.pdf)

## 4. LINKING TO EXISTING PRIORITIES, INITIATIVES AND NETWORKS

Linking your Plan of Action to existing priorities, initiatives and networks can have a number of advantages: it can contribute to the ongoing sustainability of your initiatives, allow for greater sharing of resources, prevent the fatigue or “burn-out” of the individuals and organizations involved, and allow you to benefit from the wealth of knowledge, skills and experiences that already exist in your municipality.

### Some initiatives you may consider when looking for linkages include:

- 1) Your Official Community Plan
- 2) Your municipality's Sustainability Plan
- 3) Priorities established by your local economic development association
- 4) Local housing and employment strategies
- 5) Plans for the attraction and retention of newcomers
- 6) Existing municipal policies that support diversity work
- 7) Other community-based initiatives

Your Plan of Action will have a greater chance of being successfully implemented if it reflects your unique local realities. Issues addressed in the plan should be those identified by your community stakeholders and action items need to be realistic within the context of your municipality.

### Some questions to consider are:

- 1) Are there specific local needs that we need to respond to?
- 2) What are the current and future demographics of our community?
- 3) What is already being done effectively? By whom? Where are the gaps? What support might be needed for the existing work?
- 4) Who is able to do this work in our community? What is our capacity?
- 5) Is there a budget available for us to implement our plan? Or are we relying on volunteers? Or both?
- 6) What are our established local priorities/strategies (eg. housing, immigration, economic development, education, etc)?
- 7) What is our vision for the future of our municipality?
- 8) What makes our municipality unique?
- 9) Who are our stakeholders? Who could we partner/ collaborate with?
- 10) Are there relevant best practices and lessons learned?

## BEST PRACTICE GENDER-BASED ANALYSIS

Gender-based Analysis (GBA) is a tool to assist in systematically integrating gender considerations into the policy, planning and decision-making processes. It corresponds to a broader understanding of gender equality using various competencies and skills to involve both women and men in building society and preparing for the future.

Status of Women Canada's website provides insight on how to do a GBA.

[www.swc-cfc.gc.ca/pol/gba-acs/guide/2007/gba-acs-eng.html](http://www.swc-cfc.gc.ca/pol/gba-acs/guide/2007/gba-acs-eng.html)

## BEST PRACTICE BRAINSTORMING SESSION

The **City of Gatineau** consulted citizens on the 2012-2014 Plan of Action under its Policy on Cultural Diversity. About 120 people participated.

[www.gatineau.ca/page.asp?a=culture&c=en-CA&p=la\\_ville/participation\\_citoyenne/consultations\\_publicques/consultations\\_publicques\\_2011/activite\\_reflexion\\_plan\\_action\\_2012\\_2014\\_diversite\\_culturelle\\_janvier\\_2011](http://www.gatineau.ca/page.asp?a=culture&c=en-CA&p=la_ville/participation_citoyenne/consultations_publicques/consultations_publicques_2011/activite_reflexion_plan_action_2012_2014_diversite_culturelle_janvier_2011)  
(in French only)

## 5. REFLECTING YOUR LOCAL REALITY

- Identifying the Issues
- Establishing a Baseline
- Identifying Action Items
- Indicators of Success

### A) IDENTIFYING THE ISSUES

The first step in the development of your municipality's Plan of Action involves taking a good look at your community and, in collaboration with your stakeholders, identifying the issues that exist. Having strong community involvement in this process will help ensure a wide-range of experience and challenges are recognized. Having a clear understanding of the issues important to those living in your municipality as well as the unique context in which diverse experiences are lived, will help you create an impactful Plan of Action.

There are a number of ways you can begin to identify the issues. Each method offers its own challenges and opportunities. Using a combination of approaches will greatly add to the wealth of information and understanding gained in the process. This section outlines some of the methods CCMARD members have used to identify the issues in their communities. These include:

- **Informant interviews**
- **Document analyses and census data**
- **Focus groups**
- **Community forums**
- **Community advisory groups**

**Informant interviews** – Interviews can gather significant and meaningful information to help you identify community issues. The focus and attention given to the discussion, the opportunity to seek immediate clarification, and the ability to tailor the questions and interview style to the informant are benefits to this method of information gathering. Conducting confidential interviews may also allow for greater participation from members of marginalized communities who may perceive a risk in sharing their experiences in a greater community context (for example, members of the LGBT community). A challenge to conducting interviews is the investment of time required to devise the interview questions, complete the interviews and compile the results.

**Document Analyses and Census Data** – Several municipalities have undertaken anti-discrimination and diversity work prior to joining the Canadian Coalition of Municipalities Against Racism and Discrimination. Community-based organizations, in particular, have been very effective in doing this work. Far too often the resulting reports have been shelved without substantial action being taken. These documents can be quite valuable and informative when identifying the issues you would like to include in your Plan of Action. Your municipality may also have compiled documents on such specific topic areas as housing, employment, recreation services, etc.

Census data can be quite useful in gathering information related to community demographics, employment rates, income levels, housing and crime rates. These statistics can be helpful in establishing a baseline for your anticipated results (see “Establishing a Baseline” in this section of the toolkit).

### TOOL – STATISTICAL PROFILE OF YOUR COMMUNITY

The *Groupe de travail sur les communautés dévitalisées* has published in 2010 *La boîte à outils – Répertoire de ressources pertinentes aux démarches de revitalisation*. The document includes a list of resources (Quebec and Canada) that can provide statistical data on a variety of themes of interest to a municipality as well as ideas on how to develop a community's profile.

[www.umq.qc.ca/uploads/files/pub\\_autres/boite\\_outils\\_repertoire\\_revitalisation.pdf](http://www.umq.qc.ca/uploads/files/pub_autres/boite_outils_repertoire_revitalisation.pdf)  
(in French only)

## BEST PRACTICE COLLECTING BASELINE DATA

In addition to data found in statistical reports, valuable information can be gathered from your community stakeholders. This can be done using a number of approaches including focus groups, interviews, questionnaires, and community forums. More information on these methods can be found in the *Identify the Issues* section of this toolkit.

## BEST PRACTICE CONDUCTING INFORMANT INTERVIEWS

The **Thunder Bay** Committee Against Racism and Discrimination (TBCARD) conducted interviews with representatives from the City of Thunder Bay and other CCMARD signatory municipalities. Their interview guide and compilation of results can be found in their 2009 Report on the Thunder Bay Plan for Action.

[www.diversitythunderbay.ca/uploads/documents/TBCARD-FinalReport.pdf](http://www.diversitythunderbay.ca/uploads/documents/TBCARD-FinalReport.pdf)

## BEST PRACTICE

### ENSURING EQUAL PARTICIPATION OF WOMEN AND MEN

The policy *Pour une participation égalitaire des femmes et des hommes à la vie de Montréal* [For equal participation of women and men in the life of Montreal] was adopted in 2008. The city administration thereby signalled its commitment to support gender equality in all of its activities. The policy is built around five action areas: governance, the city as an employer, improving services to citizens, (and) the city's economic development and the city's international presence. The Ville de Montréal realizes that the problems experienced by women, especially visible minorities and immigrants,

are diverse. They experience discrimination in various forms and may encounter racism, which has numerous repercussions: poverty, unstable employment, domestic violence and isolation. The Ville de Montréal works closely with its partners to reduce these inequities and favour the inclusion of all women by adapting its actions to the diversity of its population. Tools and initiatives have been developed to strengthen this trend including an activity kit on gender equality and gender-based analysis (GBA) training. Since 2009, the City has celebrated Women's History Month in October.

[http://ville.montreal.qc.ca/pls/portal/docs/PAGE/FEMMES/VILLE\\_FR/MEDIA/DOCUMENTS/POLITIQUE\\_F\\_H.PDF](http://ville.montreal.qc.ca/pls/portal/docs/PAGE/FEMMES/VILLE_FR/MEDIA/DOCUMENTS/POLITIQUE_F_H.PDF) (in French only)

The City also created in 2004 the *Conseil des Montréalaises* [Montreal Women's Council] to act as an advisory body to the municipal administration on issues of gender equality and the status of women in the city of Montreal. The Council promotes greater participation by female Montrealers in the city's public life. It is composed of 15 members who reflect Montreal's cultural and social diversity and come from various

areas of activity. It has produced many opinions on a variety of topics relating to gender equality including one on the accessibility of public transit entitled *Pour qu'elles embarquent!* [Women all aboard] and another on housing conditions entitled *Les femmes et le logement* [Women and housing].

[www.ville.montreal.qc.ca/conseildesmontrealaises](http://www.ville.montreal.qc.ca/conseildesmontrealaises)



**Focus groups** – Focus groups can be used to gather information in a way that may be less time-consuming than individual interviews. Discussion among participants can often enrich the data collected. The Thunder Bay Committee Against Racism and Discrimination offers the following characteristics of a typical focus group:

- 1) has less than 10 people
- 2) brings together respondents who are part of a homogenous group
- 3) uses a facilitator who asks a common set of broad questions
- 4) generally lasts for 1 to 2 hours

**Community forums** – Hosting a community forum is another way to identify and discuss the issues important to community members. Benefits of this approach include the ability to bring a number of diverse community members together at one time, it presents an opportunity to raise awareness of the issues through educational sessions, and it creates networking possibilities for the participants. The cost of hosting such an event may be a challenge depending on the size of the forum planned.

**Community Advisory Groups** – Establishing community advisory groups is an effective way to identify issues of importance in your municipality. When inviting participants to sit on these committees, it is important to ensure diversity among members. Generally, individuals who agree to be involved in such a capacity are already involved in several community initiatives. With this in mind, expectations of the committee should be clearly expressed in the beginning and work managed in such a way to allow for maximum participation while avoiding “burn out”. Community advisory groups can allow for ongoing consultation and can lead to the contribution of resources and specialized expertise.

## B) ESTABLISHING A BASELINE

When developing your Plan of Action it is important to have a baseline of information related to your identified priorities. A baseline is the basic information collected at the start of the project. It can be thought of as a snapshot of your municipality before you have begun to implement your Plan of Action. It will provide you with a clear understanding of the realities of your community and help you

establish goals for your work. This information is important as it will provide you with a starting point against which to measure your success.

There are many sources and types of baseline data. For evaluation purposes, it is important to ensure that the information you are collecting is directly relevant to the actions outlined in your plan and that you have the means and capacity to collect any changes in this data as your work progresses.

In its 2005 report to UNESCO (Indicators for Evaluating Municipal Policies aimed at Fighting Racism and Discrimination), the *Chaire de recherche sur l’immigration, l’ethnicité et la citoyenneté* (CRIEC) outlines the following types of baseline data.

<b>Economic data</b>	Unemployment rate, income levels and poverty rates by ethnic or national origin, annual employment equity data for federally regulated employers, data 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
<b>Housing data</b>	Residential segregation, access to ownership, commute times and dependency on public transport, user-friendliness of bus services
<b>Data on public safety</b>	Hate crimes, number of reports of racist incidents, number of discrimination complaints, percentage of persons indicted/tried for criminal offences, citizens’ feelings of security
<b>Education data</b>	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
<b>Health data</b>	Hospitalization and mortality rates, obesity rates, infant mortality and birth weights
<b>Data on civic participation at municipal level</b>	Representation of racialized groups within the city council and in management of local bodies

Similar data should be accessed for other groups of interest such as Aboriginal Peoples, persons with disabilities and the LGBT community.

## METROPOLIS: ENHANCING POLICY, PROGRAMS AND MUNICIPAL ACTIONS THROUGH RESEARCH

Metropolis is a network for comparative research and public policy development on migration, diversity, and immigrant integration in cities in Canada and around the world.

[http://international.metropolis.net/index\\_e.html](http://international.metropolis.net/index_e.html)

### C) IDENTIFYING ACTION ITEMS

When identifying action items and targets to include in your municipality's plan it is important to be **SMART**;

<b>S</b>	Specific
<b>M</b>	Measurable
<b>A</b>	Attainable
<b>R</b>	Realistic
<b>T</b>	Time-limited

**Specific** – Be concrete, detailed and exact in what you want to accomplish. The more specific your action items and target items are the easier it will be to maintain a common understanding among your stakeholders and to effectively work toward them.

**Measurable** – Is it possible to measure whether your target has been reached or to quantify the progress made on your action item? It will be important to keep your baseline information and data sources in mind when thinking about this.

**Attainable** – Are your action items possible to implement within the context of your municipality? For example, are there sufficient resources (human and financial)?

**Realistic** – In addition to thinking about if your action items and targets are attainable, it is important to consider if they are realistic. Are your targets realistic within the timeframe you have laid out in your plan? Ask yourself and your stakeholders: "Are we willing and able to do this?"

**Time-limited** – Set a timeframe for your Plan of Action. You may consider breaking it down into short-term, medium-term and long-term actions and targets. Set evaluation dates around these timeframes.

As stated throughout this Toolkit, the Canadian Coalition of Municipalities Against Racism and Discrimination has developed Ten Common Commitments for signatory municipalities. These commitments can be an effective guide in identifying action items. To start your thinking, you will find the list of the Ten Common Commitments as well as sample actions linked to the Commitments in the "Promising Practices" section of this Toolkit.

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Sometimes the group tasked with creating the CCMARD action plan does not have the authority or mandate to set performance measures for the entire Corporation. In this case,

it may be useful to have City Council request that all departments bring forward their performance indicators as part of their ongoing business plans.

## BEST PRACTICE ACTIONS ITEMS IMPLEMENTED BY CCMARD MEMBERS

For specific actions implemented by CCMARD members to meet each Commitment, please see the section of this toolkit entitled "Promising Practices – The 10 Common Commitments".

## BEST PRACTICE INTERSERVICES ANNUAL MEETING

To ensure the integration of the measures contained in the Ten Points Action Plan of the Canadian Coalition of Municipalities against Racism and Discrimination, the **City of Gatineau** has instituted an annual meeting of all services involved (including the Ombudsman, Human Resources,

Police, Culture, Strategic Planning, Urban Planning and 3-1-1). The initiative enables participants to assess results for the year and raises awareness among those in charge of these services on the importance of working together towards a common goal.

## D) INDICATORS OF SUCCESS

Evaluations of your Plan of Action should take place at predetermined times in its implementation. This will allow you to gauge your progress, determine additional actions that may need to be taken to meet your goals and identify directions for future initiatives. Establishing clear indicators when you are designing your plan will make these evaluations more feasible and meaningful.

As you determine the indicators you will use to measure your progress, it is important to keep in mind the baseline information you have available for comparison and your capacity to collect the data needed. Understanding how you will measure success from the beginning will enable you to design more effective data collection methods and ensure that this information is available when you are ready to undertake your assessment.

**The 2005 CRIEC Report (see p. 41) suggests two main types of indicators: performance or implementation indicators and results indicators.**

**Performance Indicators** – a set of mechanisms and processes, programmes, policies and various means aimed at fighting racism and discrimination.

*For example, the existence or not of an ombudsman office, the number of employees participating in the intercultural training, the increased number of municipal scholarships for young people, the number of companies or organizations sensitized on the employment of potential targets of discrimination, the improvement of accessibility to social services, the increased number of candidates coming from underrepresented groups, etc.*

**Results Indicators** – assess the concrete impact of the mechanisms put in place, their effect on discrimination caused by racism. They inform us about disparity between large-scale objectives of the anti-racism and anti-discrimination programme and the means put forward to reach these goals.

*For example, the increase of income of vulnerable groups, the decrease of hate crimes, the decrease or extinction of residential segregation, the improvement of education level, the decrease of unemployment rate among vulnerable groups, the rate of satisfaction of vulnerable groups and NGOs defending their rights, etc.*

### How This Might Look in Your Plan of Action:

**Goal:** To increase the presence of racialized communities in decision-making bodies in the community (including municipal council and its committees)

Action Item	Performance Indicators	Results Indicators
Recruitment and training of potential applicants	<ul style="list-style-type: none"> <li># of recruitment sessions held</li> <li># of participants in training sessions</li> <li># of job postings placed in the ethno-cultural media, the LGBT media, etc.</li> </ul>	<ul style="list-style-type: none"> <li>% of racialized groups in management positions</li> <li>% of racialized groups on City Council and its committees</li> </ul>

## TOOL – QUALITY OF LIFE REPORTING SYSTEM (QOLRS)

Led by the Federation of Canadian Municipalities (FCM), the Quality of Life Reporting System (QOLRS) measures, monitors and reports on social, economic and environmental trends in Canada's largest cities and communities.

[www.fcm.ca/QOLRS](http://www.fcm.ca/QOLRS)

## QUICK WINS – The Global City Indicators Facility (GCIF)

The Global City Indicators Facility (GCIF) provides an established set of city indicators with a globally standardized methodology that allows for global comparability of city

performance and knowledge sharing across cities. It also provides a solid base for evidence-based policy and management at the local level to build more sustainable cities. Based in Canada at the University of Toronto, the Facility hosts a standardized system of global city indicators with support from the Province of Ontario, the

University of Toronto and a worldwide network of participating cities and international organizations. GCIF member cities are representative of all regions of the world.

Membership is free and enrolment is a simple process. Cities simply need to fill out a membership form available at GCIF's homepage

(see link below) and send it to GCIF headquarters by email or fax. A password is then issued to the city official contact for access to the website. Cities joining GCIF are then able to enter their data, draw comparisons in various peer groupings and analyze their data to help improve city planning and performance. The Global City

Indicators staff also assists cities in the analysis of indicators in order to assist cities in use of the data.

The GCIF tool assists policy makers in developing key measures that inform budget decisions, future city targets, actions and strategies, thus improving targeting and operational performance of services.

[www.cityindicators.org](http://www.cityindicators.org)

## ACTION PLANNING TOOLS

The following tools and reports can help you in your municipality's action planning process.

### REPORTS ON INDICATORS

Chaire de recherche sur l'immigration, l'ethnicité et la citoyenneté (CRIEC) – *Indicators for Evaluating Municipal Policies aimed at Fighting Racism and Discrimination (2005)*

<http://unesdoc.unesco.org/images/0014/001496/149624e.pdf>

European Coalition of Cities against Racism (ECCAR) – *Study on Challenges in the Development of Local Equality Indicators – A human-rights-centered model*

<http://unesdoc.unesco.org/images/0018/001884/188481E.pdf>

### MUNICIPALITIES REPORTS

Thunder Bay Committee Against Racism and Discrimination – *A Report on the Thunder Bay Plan for Action (2009)*

[www.diversitythunderbay.ca/uploads/documents/TBCARD-FinalReport.pdf](http://www.diversitythunderbay.ca/uploads/documents/TBCARD-FinalReport.pdf)

City of Toronto – *Status Report, 2009 Access, Equity and Human Rights (AEHR) Achievements.*

[www.toronto.ca/diversity/pdf/status\\_report\\_2009\\_aehr\\_accomplishments\\_with\\_colour\\_appendices.pdf](http://www.toronto.ca/diversity/pdf/status_report_2009_aehr_accomplishments_with_colour_appendices.pdf)

### TOOLS

Alberta Urban Municipalities Association (AUMA) – *Toolkit for Welcoming and Inclusive Communities (2006)*

[www.auma.ca/live/digitalAssets/25/25953\\_WICT\\_booklet\\_10232008.pdf](http://www.auma.ca/live/digitalAssets/25/25953_WICT_booklet_10232008.pdf)

City of Ottawa & City for All Women Initiative – *Equity and Inclusion Lens: A User's Guide (2010)*

[http://ottawa.ca/doc\\_repository/guides/eil\\_user\\_guide\\_en.pdf](http://ottawa.ca/doc_repository/guides/eil_user_guide_en.pdf)

Ontario Human Rights Commission – *Guide – Anti-Racism and Discrimination for Municipalities (2010)*

[www.ohrc.on.ca/en/resources/Guides/cmard/pdf](http://www.ohrc.on.ca/en/resources/Guides/cmard/pdf)

Merrill Cooper for the Government of Alberta – *Pathways to Change: Facilitating the Full Civic Engagement of Diversity Groups in Canadian Society (2007)*

[www.culture.alberta.ca/hremf/priorities/docs/PathwaysToChange.pdf](http://www.culture.alberta.ca/hremf/priorities/docs/PathwaysToChange.pdf)

*Spreadsheet Reporting Tool* – This interactive template can be used for your municipality's Plan of Action

[www.ccmard-ccmcrd.ca](http://www.ccmard-ccmcrd.ca)

**See the Resources Section of this document for more ideas!**

## BEST PRACTICE COMMUNITY FORUMS

The **City of Lethbridge** hosted in October 2010 a 2-day community forum: "Celebrating Diversity Conference – Building a Welcoming and Inclusive Community". Issues discussed included those related to experiences of Aboriginal peoples, youth, persons with disabilities, and LGBT community members. Forum organizers ensured there was a significant opportunity for discussion and sharing. Information gathered in the forum was used in the development of a very comprehensive CCMARD Action Plan.

The Conference proceedings can be found at [www.lethbridge.ca/living-here/Projects-Initiatives/Documents/Celebrating%20Diversity%20Conference%20Proceedings%202010.pdf](http://www.lethbridge.ca/living-here/Projects-Initiatives/Documents/Celebrating%20Diversity%20Conference%20Proceedings%202010.pdf)

In the Fall of 2008, the **City of Saskatoon** hosted forums in six community sectors that have a particular impact on newcomers; Policing/Justice, Education, Health, Economic Development/Employment, Housing and Settlement. The forums gave interested parties in those specific sectors an opportunity to share ideas and develop solutions for making Saskatoon a welcoming place for immigrants. A summation of the discussions was used to create the 'Welcome Home Immigration Action Plan'.

[www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/ImmigrationActionPlan.pdf](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/ImmigrationActionPlan.pdf)

Subsequently, in Dec 2009 a sector-to-sector forum entitled 'Welcome Home: Symposium on Emerging Trends in Immigration' was organized in response to the interest and acknowledgement of individuals and groups from the six aforementioned sectors. The symposium created opportunities for various organizations to advance a greater awareness of the work they are doing and enabled the encouragement of collaborations and networking of local organizations in an inter-sectoral manner.

[www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/WelcomeHome\\_Symposium%202009\\_EmergingTrends.pdf](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/WelcomeHome_Symposium%202009_EmergingTrends.pdf)



## BEST PRACTICE

### PREPARE AN ANNUAL SOCIAL OUTLOOK REPORT

The **City of Calgary** produces an annual Social Outlook report which is intended to provide an overview of significant social trends and their impacts on The City and the community. The report informs City Council in its budget deliberations, guides City business planning, and assists community organizations in their service planning and delivery. Structured according to The City's Triple Bottom Line Policy Framework, the report provides information on current and emerging issues and policy developments in the following domains: Basic Needs; Diversity; Voluntary Sector; Arts and Culture; Recreation; Community Safety; and Neighbourhood Vitality.

The report is prepared by the Social Policy and Planning

Division of the Community and Neighbourhood Services Business Unit, with input from a variety of City and community partners referred to as the Social Outlook Network (SO Net). The purpose of the SO Net is to ensure that the content of the Social Outlook report is relevant and reflective of the issues impacting the selected domains. The SO Net seeks to engage content experts in each of the domains to provide content guidance and feedback during the research and writing of the Social Outlook. The SO Net consists of a network of domain teams comprised of knowledge experts for each of the 7 domains.

[www.calgary.ca/CSPS/CNS/Pages/Publications-guides-and-directories/Social-outlooks/Social-Outlooks.aspx](http://www.calgary.ca/CSPS/CNS/Pages/Publications-guides-and-directories/Social-outlooks/Social-Outlooks.aspx)

## BEST PRACTICE

### MONITOR CHANGES IN ETHNO-CULTURAL DIVERSITY

The make-up of **Montreal's** population is changing rapidly. City departments are following the changes in diverse population groups both locally and across the metropolitan area. The city is also associated with various research and referral networks, including universities, to gain a better understanding of socio-urban issues and the dynamic of intercultural cohabitation, and to assess the impact of its social projects, programs or actions.

[www.ville.montreal.qc.ca/montrealenstatistiques](http://www.ville.montreal.qc.ca/montrealenstatistiques)  
(in French only)

# SAMPLE PLANS OF ACTION

One of the primary objectives of the Canadian Coalition of Municipalities Against Racism and Discrimination is to facilitate the sharing of information and best practices among members. The following municipalities have shared their Action Plans to help guide you in your process.

## LARGE MUNICIPALITIES

Calgary, Alberta – “Welcoming Community Policy”  
[www.calgary.ca/CSPS/CNS/pages/social-research-policy-and-resources/welcoming-community-policy.aspx](http://www.calgary.ca/CSPS/CNS/pages/social-research-policy-and-resources/welcoming-community-policy.aspx)

Edmonton, Alberta – “Racism Free Edmonton – Action Plan”  
[www.edmonton.ca/city\\_government/documents/RFE\\_ActionPlan\\_FINAL.pdf](http://www.edmonton.ca/city_government/documents/RFE_ActionPlan_FINAL.pdf)

Toronto, Ontario – “Plan of Action for the elimination of racism and discrimination”  
[www.toronto.ca/diversity/plan.htm](http://www.toronto.ca/diversity/plan.htm)

## MID-SIZE MUNICIPALITIES

Gatineau, Québec – “Together! – Policy on Cultural Diversity”  
[www.gatineau.ca/docs/la\\_ville/administration\\_municipale/politiques\\_vision/politique\\_matiere\\_diversite\\_culturelle.en-CA.pdf](http://www.gatineau.ca/docs/la_ville/administration_municipale/politiques_vision/politique_matiere_diversite_culturelle.en-CA.pdf)

Lethbridge, Alberta – “Building a Welcoming and Inclusive Lethbridge – Community Action Plan 2011-2021”  
[www.lethbridge.ca/living-here/Our-Community/Documents/Community%20Action%20Plan%202011-2021%20-%20Building%20Bridges%20-%20A%20Welcoming%20and%20Inclusive%20Community.pdf](http://www.lethbridge.ca/living-here/Our-Community/Documents/Community%20Action%20Plan%202011-2021%20-%20Building%20Bridges%20-%20A%20Welcoming%20and%20Inclusive%20Community.pdf)

Markham, Ontario – “Everyone Welcome – Markham Diversity Action Plan”  
[www.markham.ca/wps/wcm/connect/5e110a00457ff61abf51bf12df85e05c/Markham\\_DAP\\_FINAL.pdf?MOD=AJPERES&CACHEID=5e110a00457ff61abf51bf12df85e05c](http://www.markham.ca/wps/wcm/connect/5e110a00457ff61abf51bf12df85e05c/Markham_DAP_FINAL.pdf?MOD=AJPERES&CACHEID=5e110a00457ff61abf51bf12df85e05c)

Regional Municipality of Wood Buffalo, Alberta – “CMARD Action Plan”  
[www.auma.ca/live/digitalAssets/37/37971\\_RMWB\\_Action\\_Plan\\_Feb\\_2009.pdf](http://www.auma.ca/live/digitalAssets/37/37971_RMWB_Action_Plan_Feb_2009.pdf)

## SMALL MUNICIPALITIES

Stratford, Prince Edward Island – “The Diversity and Inclusion Report and Plan for the Town of Stratford”  
[http://townofstratford.ca/sites/default/files/site\\_files/files/The\\_Diversity\\_and\\_Inclusion\\_Report\\_and\\_Plan\\_forTown\\_of\\_Stratford\\_June.pdf](http://townofstratford.ca/sites/default/files/site_files/files/The_Diversity_and_Inclusion_Report_and_Plan_forTown_of_Stratford_June.pdf)

## BEST PRACTICE FOCUS GROUPS

In their efforts to identify issues in their City, **Thunder Bay** conducted 8 focus groups with the following groups of participants: advocates, racialized peoples, youth, adult educators, parents, housing representatives, Aboriginal peoples, and women.

5 questions were asked of the participants:

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

Source: A Report of the Thunder Bay Plan For Action. Thunder Bay Committee Against Racism and Discrimination. May 2009.

[www.diversitythunderbay.ca/uploads/documents/TBCARD-FinalReport.pdf](http://www.diversitythunderbay.ca/uploads/documents/TBCARD-FinalReport.pdf)



CCMARD

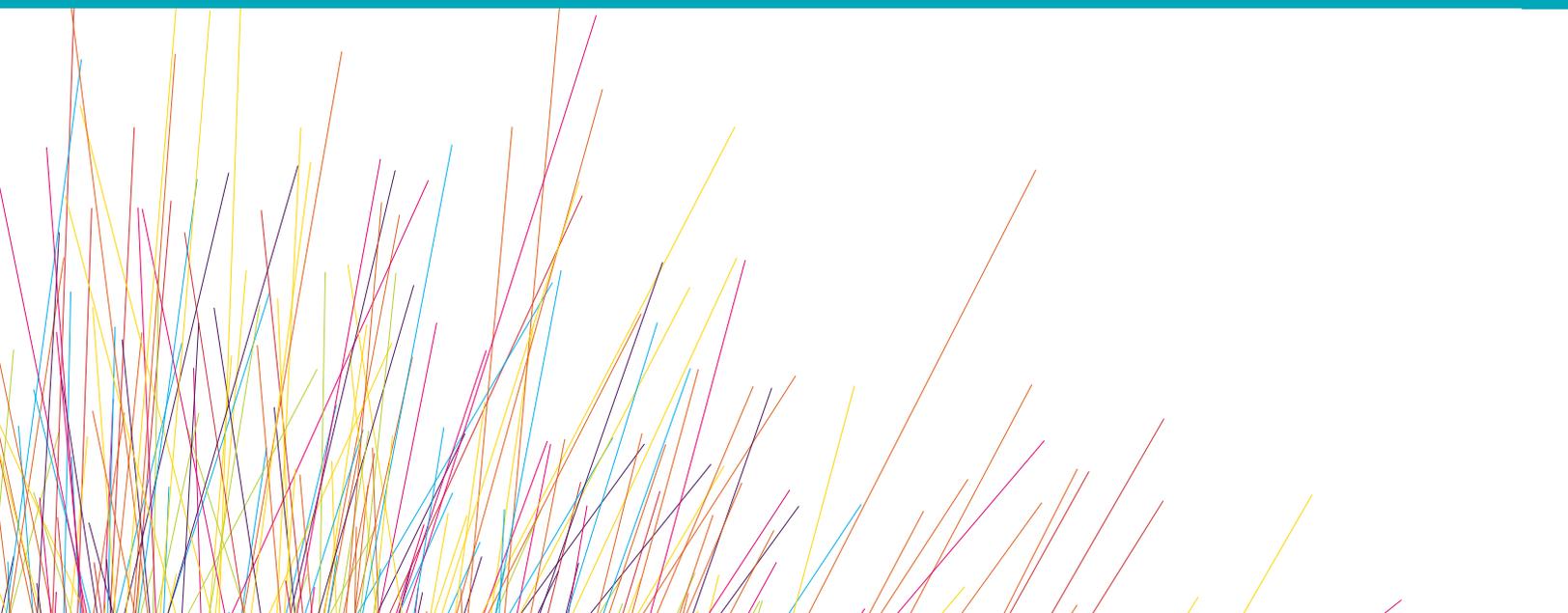
# SECTION 05

IMPLEMENTING YOUR MUNICIPALITY'S PLAN OF ACTION

# IMPLEMENTING YOUR MUNICIPALITY'S PLAN OF ACTION

“GREAT ACHIEVEMENTS ARE NOT BORN FROM A SINGLE VISION BUT FROM THE COMBINATION OF MANY DISTINCTIVE VIEWPOINTS. DIVERSITY CHALLENGES ASSUMPTIONS, OPENS MINDS, AND UNLOCKS OUR POTENTIAL TO SOLVE ANY PROBLEMS WE MAY FACE.”

– SOURCE UNKNOWN



## IMPLEMENTING YOUR MUNICIPALITY'S PLAN OF ACTION

This section of the toolkit addresses topics related to the implementation of your municipality's Plan of Action:

1. Locating Resources
2. Addressing Challenges
3. Celebrating Successes
4. Sharing and Learning From Others

## LOCATING RESOURCES

In the section "Developing a Plan of Action", the importance of considering your municipality's financial resources was discussed. Your Plan of Action will determine the level of financial investment required. Creativity may be necessary to implement

your initiatives. There are significant differences in the financial resources used by municipalities; some have dedicated multi-year funding for their CCMARD initiatives while others rely solely on devoted volunteers.

Here are some ideas to help you locate the resources you will need in your community:

**Identify current community resources.** Several municipalities had successful initiatives combating racism and other forms of discrimination in their community prior to joining CCMARD. Often these efforts are being undertaken by community-based organizations. Establish a list of these resources. Identify what is already being done, how this relates to your CCMARD Plan of Action, their capacity to continue this work, and how these organizations may be supported by the municipality in ways other than the provision of direct funding. Also identify the gaps and organizational needs that currently exist and seek ways to address them. This will give you a better idea of the resource needs in your municipality.

### WHERE TO FIND THESE COMMUNITY RESOURCES

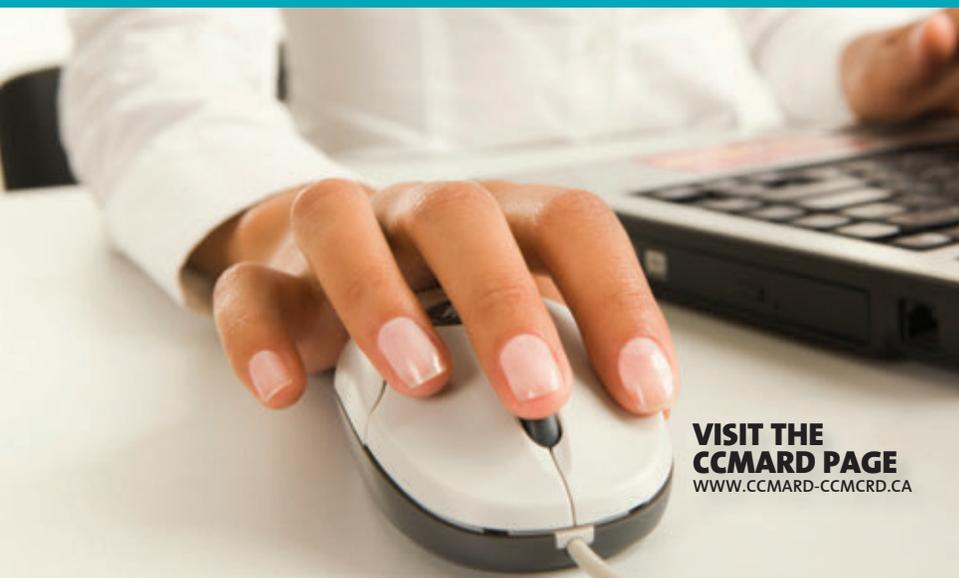
- Community directories
- Community organizations often have network lists of similar organizations
- Your provincial/territorial ministry of culture and/or immigration
- Citizenship and Immigration Canada
- Human Resources and Skills Development Canada
- Your provincial/territorial Human Rights Commission
- Your provincial/territorial association of municipalities

## BEST PRACTICE

### A WEB PORTAL TO FACILITATE ACCESS TO EXISTING RESOURCES

The Ville de Québec website contains a portal for immigrants that provides information on employment, housing, welcome sessions, services for immigrants, etc.

[www.ville.quebec.qc.ca/en/immigrants/index.aspx](http://www.ville.quebec.qc.ca/en/immigrants/index.aspx)



**VISIT THE  
CCMARD PAGE**  
[WWW.CCMARD-CCMCRD.CA](http://WWW.CCMARD-CCMCRD.CA)

**Project funding.** It is often more difficult to secure money to provide sustained, core funding for your CCMARD initiative. Seeking smaller amounts of project funding to implement portions of your Plan of Action may be more realistic. Such funding may serve as a catalyst for your work, reassure community members that action is being taken, and allow you to demonstrate success that you can use in future funding applications.

**Municipal funding.** Some municipalities have been fortunate to receive dedicated budgets from their municipality for their CCMARD work. Other communities do not have the budget available for this type of support. In both cases it is important to demonstrate your success to maintain or increase your funding or to make a case for future support. Inform Council of your progress at regular intervals and highlight any financial support you have received from other sources. Municipalities may

be more apt to provide funding if their contributions are seen as leveraging funds from other sources.

**Look outside of government.** Many organizations automatically look to the various orders of government for their funding. It may be beneficial to think outside of this box and cast your net further. Consider approaching local businesses as well as larger corporations that have a presence in your community. Insurance companies, real estate agencies, financial institutions and even utility companies often have funding programs and are looking for ways to give back to the community. When approaching such institutions for funding think of the links between the objectives outlined in your Plan of Action and the company's own vision and identify the benefits for the company. For example, if some of your initiatives are focused on the attraction, retention and successful integration of immigrants you may want to highlight the new

#### COMMUNITY FOUNDATIONS

Community Foundations may sometimes provide funding for work that supports CCMARD. Many of the community foundations are also undertaking Vital Signs assessments, an annual check-up to measure the vitality of communities across Canada (indicators may include civic engagement, belonging, immigrant settlement, etc.).

[www.cfcfcc.ca](http://www.cfcfcc.ca)

[www.vitalsignscanada.ca/index-e.cfm](http://www.vitalsignscanada.ca/index-e.cfm)

Local reports can be found at [www.vitalsignscanada.ca/local-reports-e.html](http://www.vitalsignscanada.ca/local-reports-e.html)

#### POSSIBLE FEDERAL FUNDING SOURCES

##### Aboriginal Affairs and Northern Development Canada

[www.aadnc-aandc.gc.ca/eng/1100100028526](http://www.aadnc-aandc.gc.ca/eng/1100100028526)

##### Canadian Heritage

[www.pch.gc.ca/eng/1266236603663/1266193154466](http://www.pch.gc.ca/eng/1266236603663/1266193154466)

##### Citizenship and Immigration Canada

[www.cic.gc.ca/english/multiculturalism/funding/index.asp](http://www.cic.gc.ca/english/multiculturalism/funding/index.asp)

##### Human Resources and Skills Development Canada

[www.hrsdc.gc.ca/eng/funding\\_programs/index.shtml](http://www.hrsdc.gc.ca/eng/funding_programs/index.shtml)

##### Social Sciences and Humanities Research Council

[www.sshrc-crsh.gc.ca/funding-financement/index-eng.aspx](http://www.sshrc-crsh.gc.ca/funding-financement/index-eng.aspx)

##### Status of Women Canada

[www.swc-cfc.gc.ca/fun-fin/index-eng.html](http://www.swc-cfc.gc.ca/fun-fin/index-eng.html)

##### Youth Canada

[www.youth.gc.ca/eng/audiences/employers/index.shtml](http://www.youth.gc.ca/eng/audiences/employers/index.shtml)

#### LOOK FOR PROVINCIAL RESOURCES

Most provinces and territories have programs to support initiatives that promote diversity and inclusion. Examples include:

##### Human Rights Education and Multiculturalism Fund (Alberta)

<http://culture.alberta.ca/hremf>

##### EmbraceBC

[www.embracebc.ca](http://www.embracebc.ca)

##### Welcoming Communities Manitoba

[www.gov.mb.ca/chc/multi\\_sec/wcm.html](http://www.gov.mb.ca/chc/multi_sec/wcm.html)

##### Nova Scotia Office of Immigration

[www.novascotiaimmigration.ca](http://www.novascotiaimmigration.ca)

##### Ontario Ministry of Citizenship and Immigration

[www.citizenship.gov.on.ca/english/grantsandfunding/index.shtml](http://www.citizenship.gov.on.ca/english/grantsandfunding/index.shtml)

##### Immigration et communautés culturelles Québec

[www.micc.gouv.qc.ca/fr/programmes.html](http://www.micc.gouv.qc.ca/fr/programmes.html)

#### COALITION PARTNERS

The following organizations are partners of the Canadian Coalition of Municipalities Against Racism and Discrimination. This is a good place to start to look for possible partnerships.

##### Canadian Commission for UNESCO

[www.unesco.ca](http://www.unesco.ca)

##### Canadian Race Relations Foundation

[www.crrf-fcrr.ca](http://www.crrf-fcrr.ca)

##### Canadian Association of Statutory Human Rights Agencies

[www.cashra.ca](http://www.cashra.ca)

##### Federation of Canadian Municipalities

[www.fcm.ca](http://www.fcm.ca)

##### National Association of Friendship Centres

[www.nafc.ca](http://www.nafc.ca)

##### Alberta Human Rights Commission

[www.albertahumanrights.ab.ca](http://www.albertahumanrights.ab.ca)

##### Ontario Human Rights Commission

[www.ohrc.on.ca](http://www.ohrc.on.ca)

##### Saskatchewan Human Rights Commission

[www.shrc.gov.sk.ca](http://www.shrc.gov.sk.ca)

##### Alberta Urban Municipalities Association

[www.auma.ca](http://www.auma.ca)

##### Union of Nova Scotia Municipalities

[www.unsm.ca](http://www.unsm.ca)

##### Union des municipalités du Québec

[www.umq.qc.ca](http://www.umq.qc.ca)

##### Racism-Free Workplace Strategy, HRSDC – Labour Program

[www.hrsdc.gc.ca/eng/labour/equality/racism/index.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/racism/index.shtml)

client base for a financial institution and point to their desire to diversify their services. Most institutions want to be seen as reflective of their customer base and contributing to the overall sustainability of the community. For them, it just makes good business sense.

**Establish partnerships.** Formal partnerships are a way to leverage resources and provide mutual benefits to organizations involved in anti-racism initiatives. Such partnerships can exist between municipal, institutional and community-based organizations. Consider holding a workshop for community organizations at which representatives from local, provincial, private (foundations and corporations), and federal programs explain their programs, what resources are available and to explore the possibilities for partnerships.

**Look to other CCMARD members.** Contact other signatory municipalities to ask about their funding sources, how they established these partnerships and how they have utilized their community resources. Other CCMARD members may have developed resources that they are willing to share so that the work does not have to be re-invented in your community. If there are a number of CCMARD members in your province consider organizing a networking/resource-sharing workshop or conference. The Provincial Network of Welcoming and Inclusive Communities in Alberta is an example of this. The Canadian Commission for UNESCO can help put you in contact with other CCMARD signatory municipalities.

### TIP FOR WOMEN'S ORGANIZATIONS

The website of the Canadian Women's Foundation offers tools to support the work of women's organizations. The Foundation also offers grants.

[www.canadianwomen.org](http://www.canadianwomen.org)

### MAKE YOUR PROGRAMS ACCESSIBLE TO ALL!

Using multiple formats for programs, publications, policies, etc. may highly contribute to reaching out to various audiences. Accessible formats include Adobe Acrobat; Audio cassettes; Braille (Grade 1 and 2); Electronic Text; HTML; Intervention services; Large Print; Orientation and Mobility service; Signed films, videos and meetings; Sign language interpretation; Touch Tone Line; and TTY Line.

## What is the Role of the Canadian Commission for UNESCO in the Implementation of your Plan of Action?

The Canadian Commission is not a granting agency and is not in a position to financially support the development of implementation of CCMARD-related commitments. Alternative partnership options, such as moral support (logo use) or "in-kind" support (helping you contact another signatory municipalities, provide suggestion for speakers, etc.) may however be explored. The Commission is mandated to liaise between Canadian municipalities/partners and the UNESCO Secretariat in Paris, which coordinates the International Coalition of Cities against Racism.

The Canadian Commission for UNESCO is interested in hearing about your CCMARD-related activities, events and programmes. Do not hesitate to inform us of what is happening in your municipality so we can share the information with the network and, in some cases, profile your experience at the international level!



## SOME EXAMPLES OF DIVERSITY EDUCATION AND TRAINING RESOURCES

Canadian Race Relations Foundation Education and Training Centre

[www.crr.ca/content/section/18/393/lang.english/](http://www.crr.ca/content/section/18/393/lang.english/)

Racism Free Workplace Strategy (HRSDC)

[www.hrsdc.gc.ca/eng/labour/equality/racism/index.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/racism/index.shtml)

Hastings Institute (Vancouver)

<http://vancouver.ca/hastingsinstitute/>

## ADDRESSING CHALLENGES

In implementing your CCMARD Plan of Action you are bound to run into challenges and roadblocks. Eliminating racism and other forms of discrimination is difficult, emotional and long-term work. This section highlights some strategies you may use to help overcome these obstacles.

**Re-visit your common vision.** In the “Developing a Plan of Action” section of this toolkit, the importance of creating a shared community vision was discussed. Often challenges arise when there are different understandings of the established priorities, competing agendas or disagreements over who is responsible for the implementation of the various sections of your Plan of Action. Revisiting your common vision at regular intervals and re-establishing this shared focus with your community stakeholders will help to overcome these challenges and re-align your CCMARD priorities with those of your partners.

**Diversity Training and Education.** Racism and other forms of discrimination are learned attitudes and behaviours. Eliminating discrimination, then, requires a process of “unlearning”. This is a continuous journey that requires openness, commitment and a willingness to embrace discomfort as we challenge

long-held beliefs. All of us are at different stages in this process. Often resistance to anti-discrimination work comes from ignorance and a lack of opportunities for education. This is true for those who exhibit blatant biases towards marginalized groups as well as for those who refuse to acknowledge there is a problem. Providing educational opportunities for your community stakeholders, Council members, municipal employees, potential funders and local businesses is an important step in creating an understanding of the issues you are working to address. It may also contribute to increased action and the establishment of new partnerships. Remember not to assume that because an individual has a good understanding of one form of discrimination (or has a lived experience of it) that he or she has the same understanding of another. For example, racism exists in the LGBT community and there is homophobia in racialized communities.

Working with community organizations on the development and implementation of a training education program for municipal employees, partners, landlords, policing authorities, etc. is an effective way of meeting several of your CCMARD Commitments.

## BEST PRACTICE USE LOCAL MEDIA TO RAISE AWARENESS ON YOUR PROGRAMS!

Consider preparing a special insert (for immigrants, LGBT, people with disabilities, etc.) in a local newspaper to present to your citizens information on your municipality's programs, resources, policies, etc.

To view an example prepared by the Ville de Sherbrooke for newcomers:

[www.ville.sherbrooke.qc.ca/webconcepteurcontent63/000023300000/upload/SSCVC/communautaire/cah/immigration.pdf](http://www.ville.sherbrooke.qc.ca/webconcepteurcontent63/000023300000/upload/SSCVC/communautaire/cah/immigration.pdf) (French only)

## BEST PRACTICE IMPLEMENTATION PLAN

The City of Calgary's Welcoming community policy (WIC) outlines a blueprint for enhancing the lives of immigrants in Calgary by identifying ways in which The City of Calgary could better serve their distinct needs. It also comes with a Policy Framework and Implementation Plan that provides some guidelines and resources to address the implications of implementing this policy for The City of Calgary.

[www.calgary.ca/CSPS/CNS/Pages/Social-research-policy-and-resources/Welcoming-community-policy.aspx](http://www.calgary.ca/CSPS/CNS/Pages/Social-research-policy-and-resources/Welcoming-community-policy.aspx)

**Look to your stakeholders.** Community stakeholders come to the table with a vast amount of experience, expertise and resources. When a challenge arises in the implementation of your Plan of Action look to them for potential solutions. They may have encountered similar obstacles in their own work, have a resource to share to help overcome the challenge, or offer a different perspective that you might have overlooked. At other times, they might just be able to offer you the encouragement you need to continue this important work.

**Look for quick wins.** The idea of eliminating racism and other forms of discrimination in your community may be daunting. Your Plan of Action may be quite comprehensive and appear overwhelming if you want to do it all at once. This, in and of itself, may prove to be a challenge to the successful implementation of your plan. At the beginning of your work, it is especially important to look for quick wins. These easily implemented actions will provide you and your stakeholders with the success you will need to move forward, demonstrate your commitment to action to community members, and may provide you with evidence of your capacity as you continue to seek funding for your other initiatives.

## HRSDC – RACISM FREE WORKPLACE STRATEGY

The Racism Free Workplace Strategy (RFWS) of the Labour Program, Human Resources and Skills Development Canada, promotes a fair and inclusive workplace, free of discriminatory barriers to employment and advancement of members of Visible Minorities and Aboriginal Peoples. The RFWS seeks to partner with various stakeholders to increase the effectiveness of the federal government in creating awareness of and solutions to racism and discrimination in the workplace. One recent example of a partnership was a public forum to commemorate the International Day for the Elimination of Racial Discrimination on March 21. Panelists from the private sector, academia, and The City of Calgary spoke to community members and employers about strategies for creating welcoming communities and racism-free workplaces.

[www.hrsdc.gc.ca/eng/labour/equality/racism/index.shtml](http://www.hrsdc.gc.ca/eng/labour/equality/racism/index.shtml)

## WORK FOR ALL – FILMS AGAINST RACISM IN THE WORKPLACE

*Work for All* is a collection of short films offering a range of perspectives on racism in the workplace through documentary, drama and animation. Their compelling storylines and characters, along with the accompanying informative interviews with directors and community stakeholders, shed light on direct and systemic racism. They show how these forms of discrimination against visible minority and Aboriginal

peoples adversely affect individuals, organizations, communities and Canadian society at large. These films serve to ignite discussion from the boardroom to the classroom, and are a powerful tool for staff development, equity training and continued education. *Work for All* is a film project comprised of an eleven DVD set plus an extensive educational guide and a comprehensive web component, created in

partnership between the National Film Board of Canada and the Racism-Free Workplace Strategy of the Labour Program, HRSDC. <http://workforall.nfb.ca/>

The Educational Guide is available for download at: <http://workforall.nfb.ca/sites/workforall.nfb.ca/files/WFA-Booklet-EN-Full.pdf>

## QUICK WINS – Safe Harbour: Respect for All Program

*Safe Harbour: Respect for All* is about a vision in action: creating opportunities for businesses, institutions, agencies, and municipalities to create respectful, welcoming workplaces and communities. There are

currently more than 1000 Safe Harbour locations throughout British Columbia, Alberta, Manitoba and Newfoundland.

To learn more about the *Safe Harbour: Respect For All* Program and how it may be a quick win for your municipality:

[www.safeharbour.ca](http://www.safeharbour.ca)

## RECOGNITION PROGRAMS

### Calgary (AB) – Immigrant of Distinction Awards

Recognizes individuals, youth and employers that work to promote diversity and inclusion. [www.immigrantservicescalgary.ca/immigrants-distinction](http://www.immigrantservicescalgary.ca/immigrants-distinction)

### London (ON) – Race Relations Recognition Award

Acknowledges and recognizes businesses, organizations, private and public institutions or their representatives who initiate and take actions to further race relations in London and to eliminate racial discrimination in our community; heightens public awareness of positive race relations as well as within the business community and our own corporation; and, encourages ongoing city wide activities which promote/advance London as a welcoming city. [www.london.ca/d.aspx?s=/Awards\\_and\\_Recognition/racerelations.htm](http://www.london.ca/d.aspx?s=/Awards_and_Recognition/racerelations.htm)

### Montreal (QC) – Prix Interculturel de Montréal Abe-Limonchik

Acknowledges the accomplishments of one citizen and of one organization or enterprise whose practices highlighted Montreal's ethnocultural diversity and whose achievements contributed to improving the relationships between Montrealers of every origin. [www.ville.montreal.qc.ca/diversite](http://www.ville.montreal.qc.ca/diversite) (in French only)

### Saskatoon (SK) – Living in Harmony Contest and Awards

The Contest encourages individuals to explore what intercultural harmony means to them, and share their ideas with the community through writings or pictures. The Awards recognize local organizations or individuals for their efforts in promoting intercultural harmony in our community. [www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Cultural%20Diversity%20and%20Race%20Relations/Pages/Cultural%20Diversity%20and%20Race%20Relations%20Month.aspx](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Cultural%20Diversity%20and%20Race%20Relations/Pages/Cultural%20Diversity%20and%20Race%20Relations%20Month.aspx)

### Sherbrooke (QC) – Immigrant merit recognition awards (REMI)

The purpose of the awards is to recognize and honour immigrants who have distinguished themselves through their entrepreneurial spirit, successful employment integration, academic or scientific performance, artistic or athletic talent, or social/community involvement in their adopted regions. <http://remiq.org/cgi-cs/cs.waframe.content?topic=32931&lang=1#>

### Winnipeg (MB) – Citizen Equity Committee – Youth Role Model Awards

Honours young people who by their contributions have become role models within their respective communities. [www.citizenequity.org/news\\_details.php?news\\_id=5](http://www.citizenequity.org/news_details.php?news_id=5)

### Toronto (ON) – Access, Equity and Human Rights Awards

Recognizes individuals and groups for their ongoing efforts to build a city where everyone can participate fully in the social, cultural, economic, recreational and political life of Toronto. [www.toronto.ca/civicawards](http://www.toronto.ca/civicawards)

### Alberta Business Awards of Distinction – Diversity Leadership Award

The Alberta Human Rights Commission Diversity Leadership Award of Distinction recognizes organizations that embrace diversity in their workforce, encourage respect and inclusion, are eliminating discrimination and barriers, and help create welcoming and inclusive workplaces and communities. <http://abbusinessawards.com/>

### Ontario Ministry of Citizenship and Immigration – Newcomer Champion Awards

Recognizes individuals and groups who have made a difference in their community and province through active citizenship and engagement. Award recipients are champions of voluntarism, proud supporters of newcomers, and advocates of greater social and civic inclusion. [www.citizenship.gov.on.ca/english/citizenship/honours/nca.shtml](http://www.citizenship.gov.on.ca/english/citizenship/honours/nca.shtml)

### Ministère de l'Immigration et des Communautés culturelles du Québec – Prix de la citoyenneté

**Anne Greenup**  
Recognizes individuals and non-profit organizations' efforts in the struggle against racism in Québec. [www.quebecinterculturel.gouv.qc.ca/fr/prix-distinctions/prix-citoyennete/anne-greenup.html](http://www.quebecinterculturel.gouv.qc.ca/fr/prix-distinctions/prix-citoyennete/anne-greenup.html)

## BEST PRACTICE RECOGNIZE AND HIGHLIGHT YOUR MUNICIPALITY'S HERITAGE AND HISTORY

In February 2010, the Halifax Regional Municipality (HRM) and the Africville Genealogy Society announced an agreement that recognizes and commemorates the former community of Africville and ensures its history remains a significant part of the fabric of the municipality. The agreement includes a contribution

towards the reconstruction and operation of the Seaview United Baptist Church to serve as a memorial to **Africville**, as well as 2.5 acres of land at Seaview Park. HRM is also establishing an African Nova Scotian Affairs function within HRM, to act as a liaison between the municipality and African Nova Scotian community. [www.halifax.ca/africville](http://www.halifax.ca/africville)

HRM is also undertaking a **Social Heritage Strategy**, which will shape future policies and programs. Social heritage refers to the history and cultural identities of people in a particular region. It includes physical elements such as monuments, documents, and artefacts. It also includes oral traditions, customs, folklore, languages,

music, dance, celebrations, and special skills.

[www.halifax.ca/Culture/socialheritage/index.html](http://www.halifax.ca/Culture/socialheritage/index.html)

## CELEBRATING SUCCESSSES

As mentioned throughout this toolkit, taking action to eliminate racism and other forms of discrimination in your community is challenging and often emotionally draining work. While it is important for us to learn from these challenges and from the shortcomings of some of our initiatives, it is perhaps even more important to take the time to celebrate the successes we have along the way. Doing this will provide the encouragement that you and your community stakeholders will need in order to continue this work. Be creative in how you do this and remember this is your time to have some fun!

**Annual report cards.** Several municipalities have chosen to issue annual report cards on the progress of their CCMARD initiatives. Highlighting your successes in this manner and releasing them to the public during a community celebration is a wonderful way to recognize your hard work.

**Celebrate a significant date.** Host a community celebration or commemoration event recognizing a significant date in your municipality. The anniversary of signing onto CCMARD, the International Day for the Elimination of Racial Discrimination, Gay Pride Day, and National Aboriginal Day are just a few examples. Be sure to include recognition of your own work in these celebrations. More examples of celebrations are available in section 3 of this toolkit.

**Recognition programs.** Establish a program that recognizes the significant efforts of your community stakeholders. Explore collaboration opportunities with existing award programs. Disseminate information on these programs to your local partners. Plan a special event to celebrate these contributions. This has the added benefit of raising awareness of your municipality's efforts to combat racism and other forms of discrimination.

### BE PROUD OF BEING PART OF CCMARD!

Do not hesitate to mention your commitment on your municipality's website, at events on inclusion and diversity, in media releases, during interviews, etc.!

## EXAMPLES OF EVENTS TO CELEBRATE DIVERSITY

**Gatineau (QC) – Journée gatinoise de célébration de la diversité culturelle**  
[www.gatineau.ca/diversite](http://www.gatineau.ca/diversite)

**Montréal (QC) – Week-ends du monde**  
[www.parcjeandrapeau.com/home.html](http://www.parcjeandrapeau.com/home.html)

**Province of Québec – Semaine d'actions contre le racisme (Action Week Against Racism)**  
[www.inforacisme.com](http://www.inforacisme.com)

**Saskatoon (SK) – Cultural Diversity and Race Relations Month**  
[www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Cultural%20Diversity%20and%20Race%20Relations/Pages/Cultural%20Diversity%20and%20Race%20Relations%20Month.aspx](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Cultural%20Diversity%20and%20Race%20Relations/Pages/Cultural%20Diversity%20and%20Race%20Relations%20Month.aspx)

**Truro (NS) – EMBRACE Truro**  
[www.truro.ca/2011-10-01/embrace-festival.html](http://www.truro.ca/2011-10-01/embrace-festival.html)

**Vancouver (BC) – 2011 Commemoration of the International Day for the Elimination of Racial Discrimination**  
<http://vancouver.ca/multiculturalism/pdf/program-march17a.pdf>

**Windsor (ON) – Youth for UNESCO Weekend 2008 “Windsor United!”**  
[www.citywindsor.ca/news/fullevent.asp?listing=6194](http://www.citywindsor.ca/news/fullevent.asp?listing=6194)

## SOME MEMBERS AND PARTNERS OF CCMARD

have presented their experiences at various national and international meetings. These include: CCMARD National Meeting, Federation of Canadian Municipalities (FCM) Annual Conference, National Metropolis Conference, European Coalition of Cities against Racism (ECCAR) General Conference, International Coalition of Cities Against Racism (ICCAR) Meeting, World Urban Forums (UN-Habitat), World Forum on Human Rights, United Cities and Local Governments (UCLG) World Congress, and many others. All were excellent occasions to present Canadian good practices, share experiences and take advantage of what a network has to offer!

# SHARING AND LEARNING

## FROM OTHERS

You are not alone in your commitment to take action against racism and other forms of discrimination. There is strength in knowing that you are a part of a national coalition of municipalities who share your vision and goals. Learning from the experience of other municipalities will greatly benefit your own community's efforts. There are a number of opportunities to do this sharing and learning:

**Take part in networking events.** Members and partners of the Canadian Coalition of Municipalities Against Racism and Discrimination host networking and learning meetings. Invitations to these events are sent to the primary contacts listed for each signatory municipality. If possible, attend this meeting and network with representatives from other CCMARD signatory municipalities. It is a good opportunity to hear about the successes they are having and to benefit from the lessons they learned in the implementation of their plans. Look for similar networking opportunities in your own province. Follow up with the contacts you make at these events and explore possibilities for additional sharing.

**Share informally.** This toolkit highlights the work being done by several municipalities across the country. Look for initiatives that are of interest or that are directly relevant to the objectives of your own Plan of Action. Make contact with these municipalities and ask to speak about their progress. Remember to share your own work with them.

**Recognize the expertise in your own community.** Throughout this toolkit we have recognized the importance of community stakeholders numerous times. There is a wealth of experience and knowledge right on your doorstep. Organize a networking event to encourage sharing among your stakeholders and community organizations. Establish a resource list and commit to continued sharing.

**Be a sharer; not a taker.** Every municipality is busy and facing its own resource limitations. The transfer of experience, resources and information is most effective when it is seen to be mutually beneficial. When seeking the experience of others be sure to offer your own resources and learnings in return.

## BEST PRACTICE PARTNER WITH LOCAL ORGANISATIONS OR SCHOOLS TO MAXIMIZE YOUR OUTREACH!

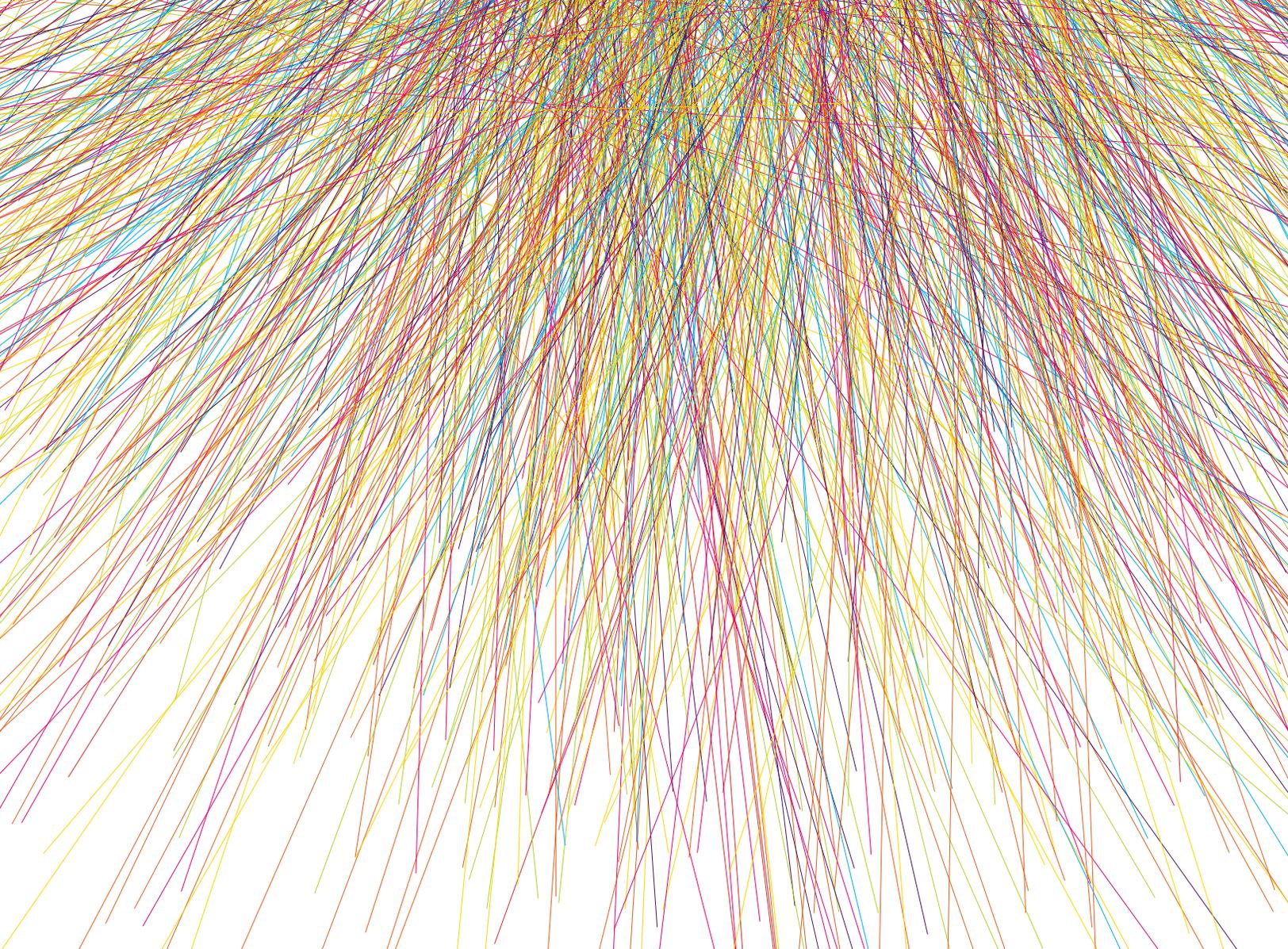
The City of Montreal commemorates Black History Month by sponsoring the work of the **Round Table on Black History Month**, a non-profit organization that promotes activities highlighting both the history and the contemporary situation of Black communities in Quebec.

[www.moishistoiredesnoirs.com](http://www.moishistoiredesnoirs.com)

The **Many Faces of Markham** event, held on or near March 21 to commemorate the International Day for the Elimination of Discrimination, is coordinated by the Town's Race Relations Committee in partnership with the local schools. In 2011, the event was titled, "Waving Flags". There is a student poster, article and/or video competition judged by the committee.

Then there is a 2 hour talent show where diverse entertainers perform at the Markham theatre. The Mayor presents prizes to those who win the student competition.

[www.markham.ca/Markham/Departments/NewsCentre/manyfaces.htm](http://www.markham.ca/Markham/Departments/NewsCentre/manyfaces.htm)



CCMARD

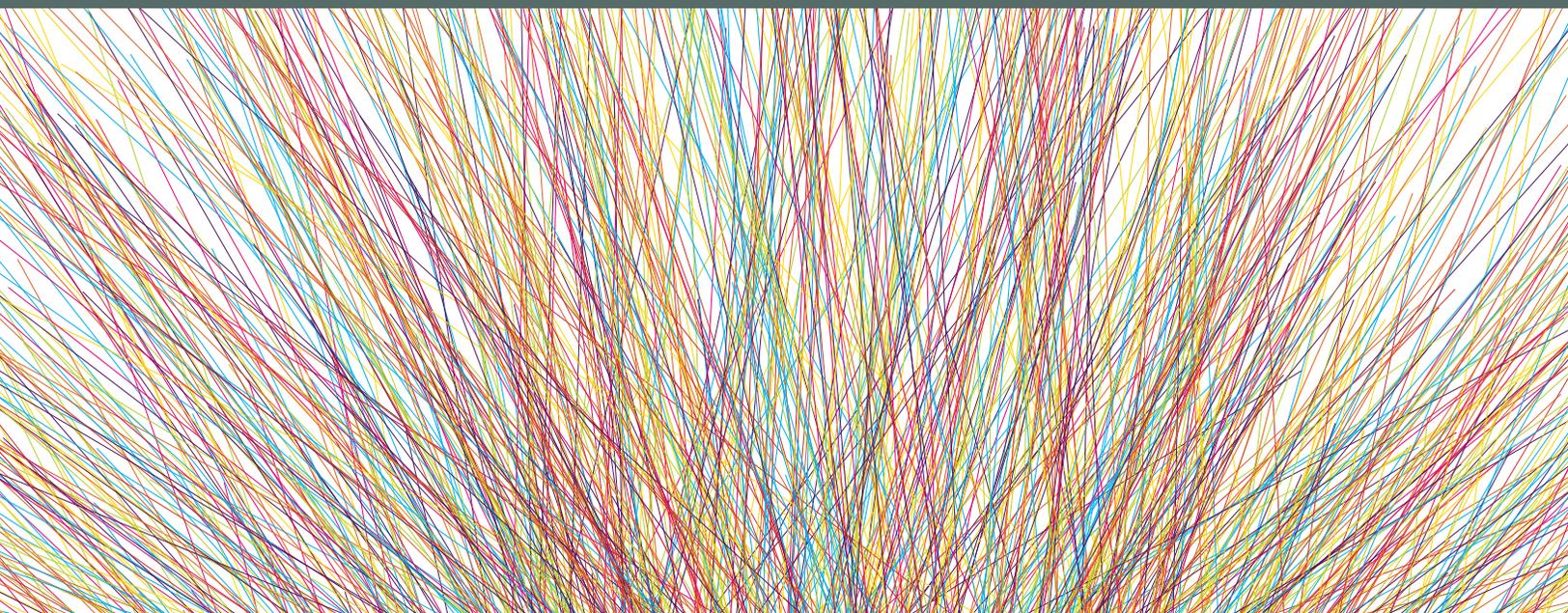
# SECTION 06

ABORIGINAL ENGAGEMENT

# ABORIGINAL ENGAGEMENT

“THE HEART NEVER KNOWS THE COLOR OF THE SKIN”.

– CHIEF DAN GEORGE (1899-1981)

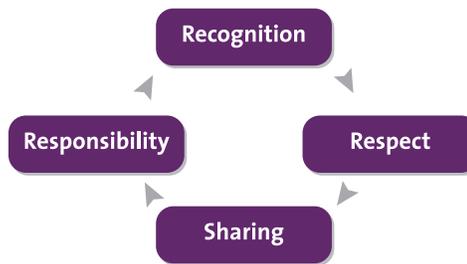


## ABORIGINAL ENGAGEMENT

Off-reserve Aboriginal communities are among the largest and fastest growing communities in Canada – with over 70 percent of Aboriginal Peoples living in urban areas (Statistics Canada, 2006). The CCMARD Ten Common Commitments clearly speak to the necessity of undertaking actions to address the discrimination and inclusion of Aboriginal Peoples. In order to effectively achieve this objective, true engagement of Aboriginal peoples in both the planning and implementation of your CCMARD initiatives is required. This section explores this engagement and provides examples of how municipalities are doing this.

*Building Bridges Together: A Resource Guide for Inter-Cultural Work between Aboriginal and non-Aboriginal Peoples (SPARC BC)* highlights four principles of engagement of Aboriginal Peoples. Taken from the Royal Commission on Aboriginal Peoples (RCAP), these principles of the renewed relationship are:

1. Mutual Recognition
2. Mutual Respect
3. Sharing
4. Mutual Responsibility



– Report of the Royal Commission on Aboriginal Peoples, Volume 1 – Looking Forward Looking Back, Part 3 – Building the Foundation of a Renewed Relationship, Chapter 16 – The Principles of a Renewed Relationship.

### ACCESS THE FULL BUILDING BRIDGES TOGETHER RESOURCE GUIDE HERE:

[www.sparc.bc.ca/component/search/?searchword=building+bridges&ordering=newest&searchphrase=all](http://www.sparc.bc.ca/component/search/?searchword=building+bridges&ordering=newest&searchphrase=all)

## A NOTE ON TERMINOLOGY

The term “**Aboriginal**” is considered to be inclusive of a significant diversity of identity and includes First Nations Peoples, Inuit, and Métis Peoples. It is important to recognize that First Nations Peoples, Inuit and Métis Peoples have divergent histories, languages, cultures and knowledge systems.

The term “**Indian**” is legally defined under the Indian Act of Canada R.S.C. 1985 c1-5 and includes those who are members of an Indian Band or a First Nations community. Many First Nations Peoples consider the term to be offensive and derogatory.

The term “**Non-Status Indian**” refers to an Aboriginal person who is not recognized as “Indian” under *The Indian Act*. This term does not apply to Inuit or Métis persons as they are not included under *The Indian Act*.



## ROYAL COMMISSION ON ABORIGINAL PEOPLES

In the early 1990s, the government of Canada recognized the harm suffered by Aboriginal Peoples in Canada as the result of colonization. The Royal Commission on Aboriginal Peoples (RCAP) was established in 1991 to examine the situation and provide recommendations and principles for moving forward together as Aboriginal and non-Aboriginal Canadians.

A copy of the Final Report of the RCAP (4,000 pages divided in 5 volumes) is generally available to order or at most local libraries.

Highlights from the Report are available at: [www.ainc-inac.gc.ca/ap/rrc-eng.asp](http://www.ainc-inac.gc.ca/ap/rrc-eng.asp)

## ABORIGINAL PEOPLES – FACT AND FICTION (2<sup>ND</sup> EDITION) BY PIERRE LEPAGE

This resource reviews the history of Quebec from 1760 to the present with the aim of demystifying some of the commonly held myths about Aboriginal Peoples. It is published by Quebec's *Commission des droits de la personne et des droits de la jeunesse*. The full book can be accessed online at:

[www2.cdpdj.qc.ca/Documents/ArboriginalPeoples.pdf](http://www2.cdpdj.qc.ca/Documents/ArboriginalPeoples.pdf)

## 1. MUTUAL RECOGNITION

Mutual recognition is a call to non-Aboriginal Canadians: “to recognize that Aboriginal people are the original inhabitants and caretakers of this land and have distinctive rights and responsibilities that flow from that status. At the same time, it calls on Aboriginal people to accept that non-Aboriginal people are also of this land, by birth and by adoption, and have strong ties of affection and loyalty here. More broadly, mutual recognition means that Aboriginal and non-Aboriginal people acknowledge and relate to one another as equals, co-existing side by side and governing themselves according to their own laws and institutions. Mutual recognition thus has three major facets: equality, coexistence and self-government.”

– *Report of the Royal Commission on Aboriginal Peoples, Volume 1 – Looking Forward Looking Back, Part 3 – Building the Foundation of a Renewed Relationship, Chapter 16 – The Principles of a Renewed Relationship.*

In order to achieve this goal of mutual recognition, it is important for a municipality and its Aboriginal Peoples to start a journey of understanding by providing an opportunity to share cultural and community experiences and histories. This should be a dynamic and on-going process of exchange and collaboration, as opposed to a singular event.

## 2. MUTUAL RESPECT

Respect is key to building a successful relationship between any group of individuals and needs to be extended to and from all parties.

One important aspect of the concept of respect is “the quality of courtesy, consideration and esteem extended to people whose languages, cultures and ways differ from our own but who are valued fellow-members of the larger communities to which we all belong. In this sense, respect is the essential precondition of healthy and durable relations between Aboriginal and non-Aboriginal people in this country.”

– *Report of the Royal Commission on Aboriginal Peoples, Volume 1 – Looking Forward Looking Back, Part 3 – Building the Foundation of a Renewed Relationship, Chapter 16 – The Principles of a Renewed Relationship.*

## 3. SHARING

In order for a relationship to be beneficial and mutually satisfying for both parties, an appropriate amount of sharing needs to be involved. Effective sharing is not possible when there are inequalities and dependencies inherent in the relationship. This has important implications for CCMARD initiatives as suggested in the following quote from the Royal Commission on Aboriginal Peoples.

“If sharing is to be a valued part of the renewed relationship, both parties need to be in a position to engage in exchanges on an equal basis. Meaning sharing is not possible under conditions of poverty and dependence, so strong and effective measures need to be taken to address the often appalling inequalities that separate Aboriginal and non-Aboriginal Canadians in such sectors as health, housing, income and overall living conditions.”

– *Report of the Royal Commission on Aboriginal Peoples, Volume 1 – Looking Forward Looking Back, Part 3 – Building the Foundation of a Renewed Relationship, Chapter 16 – The Principles of a Renewed Relationship.*

## 4. MUTUAL RESPONSIBILITY

“This principle involves the transformation of the colonial relationship of guardian and ward into one of true partnership. This principle applies to all Canadians who want to work with Aboriginal peoples toward a more just society.”

– *SPARC BC, Building Bridges Together, p. 14*

## EXAMPLES OF MUNICIPAL STRATEGIES FOR ABORIGINAL ENGAGEMENT

### Saskatoon

#### MĒ TĀ WĒ TĀN Programs

MĒ TĀ WĒ TĀN is the Cree word for “Let’s Play”. MĒ TĀ WĒ TĀN centres provide a gathering place for youth to learn healthy lifestyles through sport, recreation, and cultural activities. Two leaders provide a fun and active atmosphere while sharing Aboriginal crafts, games, and other activities.

[www.saskatoon.ca/DEPARTMENTS/COMMUNITY%20SERVICES/COMMUNITYDEVELOPMENT/METAWETANPROGRAMS/Pages/MetawetanPrograms.aspx](http://www.saskatoon.ca/DEPARTMENTS/COMMUNITY%20SERVICES/COMMUNITYDEVELOPMENT/METAWETANPROGRAMS/Pages/MetawetanPrograms.aspx)

### Vancouver’s

#### Dialogue Project

Dialogues between First Nations, Urban Aboriginal and Immigrant Communities in Vancouver is a project convened by the City of Vancouver, in collaboration with community partners. Its goal is to promote increased understanding and stronger relationships between indigenous and immigrant communities within the city. Phase one of the project began in January 2010 and ran until July 2011. Funding is provided by the Government of Canada and the Province of British Columbia, through the BC Welcoming and Inclusive Communities and Workplaces Program.

[www.vancouver.ca/dialoguesproject](http://www.vancouver.ca/dialoguesproject)

### Creating Our Future – Partnering With First Nations – William’s Lake

The goal of First Nations Partnerships is to celebrate our cultural diversity and resiliency and in so doing, honouring and respecting the long history, traditional knowledge and unique contributions of First Nations to our way of life in Williams Lake. It supports the preservation and cultivations of First Nations’ cultures, traditions, resources, and land for all generations.

<http://williamslake.ca/files/4/Williams%20Lake%20OCP%20Chapter%204.8%20-%20Partnering%20with%20First%20Nations%20-%20Final%20Draft%20JAN%202011.pdf>

### The Aboriginal Diversity Support Program Aboriginal Council of Lethbridge

The idea is to provide an intake/first response for Aboriginal people who have encountered discrimination in the community of Lethbridge and surrounding area through: offering support, advocacy, mediation, referrals, validation of concerns and acting as an alternative to the Provincial Human Rights Commission. The program has emerged as a leader in Human Rights by offering the community presentations, workshops, information sessions and leading community events such as the PANGAEA Diversity Café.

The program networks in the community with its diverse range of partners, such as the relationship with the Lethbridge Regional Police Service by working together to address hate crimes and discrimination in the community. The Diversity Coordinator works closely with the Municipal CMARD Committee in the creation of the community action plan passed in January 2011, as well as working with the committee to organize diversity conferences and community events.

[www.adeth.com](http://www.adeth.com)



## The Power of Partnerships – The Friendship Centres

The National Association of Friendship Centres (NAFC) is a network of 117 Friendship Centres and seven Provincial/Territorial Associations (PTAs) nationwide that provide culturally enhanced programs and services to urban Aboriginal people. The Friendship Centre Movement is unique in the broad spectrum of specialized services it provides to urban Aboriginal people across Canada. The provision of services currently offered at Friendship Centres is specialized and may include areas such as: Culture, Family, Youth, Sports and Recreation, Language, Justice, Housing, Health, Education, Employment, Economic Development and a variety of miscellaneous projects ranging from social activities to community building initiatives and special events.

[www.nafc.ca](http://www.nafc.ca)

In many cities, Friendship Centres are the only providers of culturally-enhanced programs and services to urban Aboriginal residents. For over 50 years, Friendship Centres have been facilitating the transition of Aboriginal people from rural, remote and reserve life to an urban environment. For many Aboriginal people, Friendship Centres are their first point of contact to obtain referrals to programs and services. Given that the Aboriginal population is the fastest growing segment of the Canadian urban population, these Centres are vital pillars in the infrastructure of urban Aboriginal society.

Source: National Association of Friendship Centres

## EXAMPLES OF MUNICIPAL STRATEGIES FOR ABORIGINAL ENGAGEMENT

### Edmonton Aboriginal Urban Affairs Committee, Edmonton Urban Aboriginal Accord Initiative Project (2005-2006) and Aboriginal Relations Office

The *Edmonton Aboriginal Urban Affairs Committee* was established to act as a catalyst to developments for Aboriginal people in the City of Edmonton. In fulfilling its purpose, the Committee serves as a liaison, advisory and support body to City Council and the City of Edmonton in the City's dealings with Aboriginal people living in the City of Edmonton.

[www.edmonton.ca/city\\_government/city\\_organization/edmonton-aboriginal-urban-affairs-committee.aspx](http://www.edmonton.ca/city_government/city_organization/edmonton-aboriginal-urban-affairs-committee.aspx)

The **Accord Initiative** was created by the City of Edmonton and the Edmonton Aboriginal Urban Affairs Committee in response to the needs and aspirations of Aboriginal Peoples residing in Edmonton. The project produced the first-of-its-kind **Urban Aboriginal Accord**.

[www.edmonton.ca/city\\_government/initiatives\\_innovation/edmonton-urban-aboriginal-accord-initiative.aspx](http://www.edmonton.ca/city_government/initiatives_innovation/edmonton-urban-aboriginal-accord-initiative.aspx)

To continue on its journey of building good relations with Aboriginal people the City established the permanent **Aboriginal Relations Office**. The four staff at the Aboriginal Relations Office work to help the City of Edmonton continue on its journey of building good relations with Aboriginal people – in the spirit and intent of the **Edmonton Urban Aboriginal Accord**.

[www.edmonton.ca/city\\_government/city\\_organization/aboriginal-relations-office.aspx](http://www.edmonton.ca/city_government/city_organization/aboriginal-relations-office.aspx)

### Police MKWA Opportunity Education Circle and Greater Sudbury Police Service

The Police MKWA Opportunity Education Circle is a partnership that was formed to create learning opportunities for Aboriginal, including First Nation, Métis, and Inuit, students living in the City of Greater Sudbury and surrounding area who may wish to pursue a career in the justice sector. It also serves to establish meaningful relationships between students and police officers.

The underlying premise that guided the development of the Police MKWA Opportunity Education Circle is the belief that the education of Aboriginal youth will lead to enhanced opportunities and employment that will in turn lead to the empowerment of the individual. Police officers participating in the program are exposed to Aboriginal history and educated in cultural competencies. The program has received widespread recognition and awards locally, provincially, nationally and internationally. Ultimately the program benefits both the participating youth and police officers.

As one of the program outcomes, "Policing in Ontario – A Future for You", the first ever Aboriginal police recruitment video in Canada was developed to target Aboriginal youth for the Police service profession.

[www.gsp.ca/en/yourpolice/MKWA.asp](http://www.gsp.ca/en/yourpolice/MKWA.asp)

### Calgary Aboriginal Urban Affairs Committee (CAUAC) and Calgary Urban Aboriginal Initiative (CUAI)

**Calgary Aboriginal Urban Affairs Committee (CAUAC)** – This Mayor's task force promotes the interests and well-being of urban Aboriginal Calgarians. Established in 1979 by the Mayor and Treaty 7 Chiefs, CAUAC affirms the 27,000+ urban Aboriginal people who make up the social and economic construct of Calgary, and ensure that their historical and cultural presence is written into the great stories about the history of Calgary.

[www.calgary.ca/CSPS/CNS/Pages/FirstNations-Metis-and-Inuit-Peoples/Calgary-Aboriginal-Urban-Affairs-Committee/Calgary-Aboriginal-Urban-Affairs-Committee.aspx](http://www.calgary.ca/CSPS/CNS/Pages/FirstNations-Metis-and-Inuit-Peoples/Calgary-Aboriginal-Urban-Affairs-Committee/Calgary-Aboriginal-Urban-Affairs-Committee.aspx)

**Calgary Urban Aboriginal Initiative (CUAI)** – This community partnership – agencies, three levels of government, and local stakeholders – addresses and coordinates solutions facing Aboriginal Calgarians. Supported by a national network of similar initiatives, CUAI enhances plans in eight domain areas by looking at ways to reduce barriers for Aboriginal participation and resolution.

[www.cuai.ca/about/detail.asp?ID=148](http://www.cuai.ca/about/detail.asp?ID=148)

### Montreal Urban Aboriginal Community Strategy NETWORK

The vision of the network is to improve the quality of life of the Aboriginal people in the greater Montreal area. This will be done through a coordinated approach of like-minded organizations, programs, services and community groups and people to align collective interests and support locally-driven initiatives. The purpose of the network is to provide opportunities for organizations serving the Aboriginal people in the greater Montreal area to broaden their achievements by – and create measurable and sustainable improvements in – the following:

1. Sharing information and transfer knowledge about Aboriginal people's needs – including available services, useful resources and potential opportunities;
2. Prioritizing needs;
3. Exploring and initiating joint projects that address gaps in and duplication of services;
4. Creating opportunities to develop and strengthen working relationships.

In 2008, the Ville de Montréal helped create the Montreal Urban Aboriginal Community Strategy NETWORK. It has continued to assist the NETWORK since then with professional, material and financial support. City representatives sit on four of the NETWORK's working committees: Art and Culture, Communication, Employability/Training/Employment, and Social Services. It is also represented on the steering committee and helps fund projects developed by the NETWORK's working committees.

<http://reseauumtlnetwork.com/>

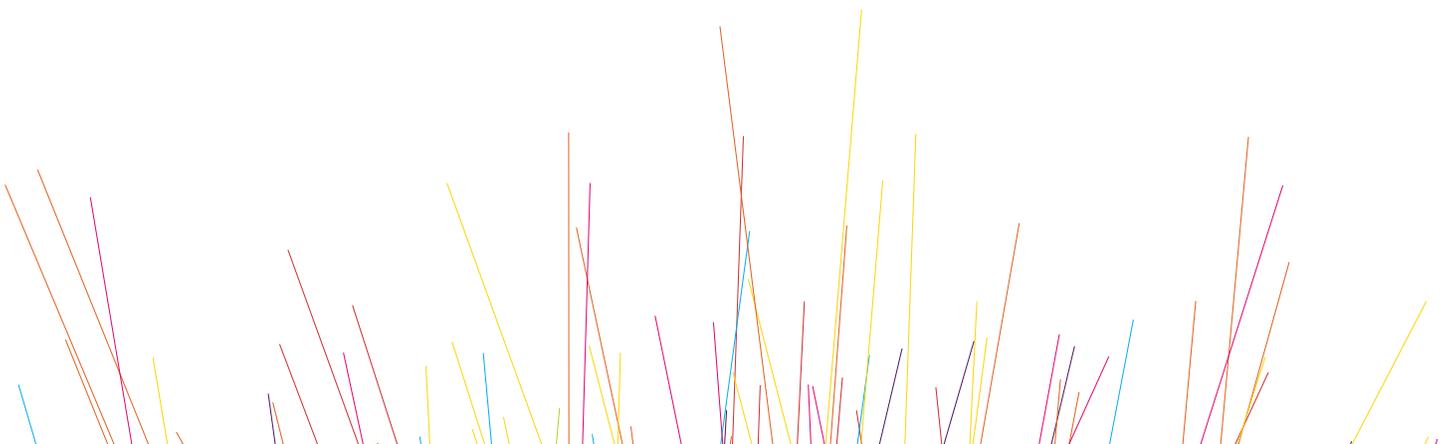


CCMARD  
**SECTION 07**  
Youth Engagement

# YOUTH ENGAGEMENT

“I WONDER – IF YOUNG PEOPLE WERE ACTIVELY ENGAGED IN ALL ASPECTS OF SOCIETY, AND THOUGHT OF THEMSELVES AS COMMUNITY LEADERS, PROBLEM-SOLVERS, ROLE MODELS, MENTORS AND KEY ‘STAKEHOLDERS’...HOW WOULD THE WORLD CHANGE?”

JENNIFER CORRIERO, CO-FOUNDER AND CEO OF TAKINGITGLOBAL (PRINTED ON – THE WAY I SEE IT #48 – STARBUCKS COFFEE CUP, 2005)



## YOUTH ENGAGEMENT

Youth are actively engaged in many initiatives combating racism and other forms of discrimination in our communities. Their involvement often brings energy, new ways of looking at issues, and innovative and creative strategies for approaching them. Municipalities who engage youth, both formally (e.g. through established Youth Councils and Advisory Groups) and informally (e.g. through engaging with established youth programs and implementing recreation and arts-based activities), benefit greatly from their involvement.

### EFFECTIVE YOUTH ENGAGEMENT

Effective youth engagement exists when\*:

\*The above is from an article outlining several indicators of effective youth engagement featured in the community development newsletter of the Social Planning and Research Council of BC (SPARC BC). The complete article is available at: [www.sparc.bc.ca/resources-and-publications/category/38?start=10](http://www.sparc.bc.ca/resources-and-publications/category/38?start=10)

- 1.** *A range of youth ages is represented and the format/structure of the youth involvement model is relevant to their skills, abilities, and developmental stages.*
- 2.** *Youth are included on staff.* If there are paid positions within the program structure, invite youth to fill them.
- 3.** *Access is youth-friendly.* Meeting times are appropriate and transportation, cultural and literacy needs are considered.
- 4.** *Diversity is ensured.* Youth from diverse communities develop a position on the decisions to be made.
- 5.** *Linkages to power exist* so that youth are able to have meaningful and sustained access to decision makers.
- 6.** *Necessary supports are in place* to bring youth to the table and keep them there. This may include: food, financial reimbursement for time, mentors, peer supports, an inclusive atmosphere, more than one youth at the table, and adequate training for the task.
- 7.** *There is continuity of youth involvement.* This occurs when there are systems to enable youth participants to build on the work done in the past.

### WHO IS A YOUTH?

There is no consensus about how to define «youth». In Canada, most “youth” programmes refer to people between 15 and 30.

### SOME RESOURCES ON YOUTH ENGAGEMENT

#### Creative Tools: Civic Engagement of Children & Youth

(International Institute for Child Rights and Development) – Launched in 2005 in the context of the “Growing Up in Cities – Canada” project, this resource aims at helping municipalities increase the social inclusion of young people, especially those at risk. It also seeks to improve the effectiveness and sustainability of city planning. [www.iicrd.org/resources/tools\\_and\\_training\\_manuals/creative\\_tools](http://www.iicrd.org/resources/tools_and_training_manuals/creative_tools)

**Changing the Landscape: Involving Youth in Social Change** (International Institute for Child Rights and Development) – Through case studies, stories, activities, real life lessons and practical recommendations, this Guidebook offers insights and tools to bring youth engagement to life in organizations and communities. [www.youthscape.ca/LearningCentre/Changing%20the%20Landscape.html](http://www.youthscape.ca/LearningCentre/Changing%20the%20Landscape.html)

**The Youth Effect – Toolkit for Decision Makers on Engaging Youth** (TakingITGlobal and the Young Global Leaders’ Youth Task Force, 2011) – Created to inspire leaders of organizations across sectors to believe in the capability of youth and to develop the skills of established leaders

in being able to engage and collaborate more effectively with youth. <http://youtheffect.org/>

**Youth Engagement Tool Kit** (Halifax Regional Municipality’s Community Recreation Services Department, HeartWood Centre for Community Youth Development) – The Tool Kit presents ideas and tools for adults who wish to engage youth (staff who work with youth – recreation leaders, teachers, etc. – volunteers, coaches, parents and essentially anyone with a general interest in engaging young people). [www.halifax.ca/rec/YouthEngagementToolkit.html](http://www.halifax.ca/rec/YouthEngagementToolkit.html)

**InvolveYouth 2: A guide to meaningful youth engagement** (City of Toronto) – The Guide provides strategies on how organizations can help young people gain new skills by creating welcoming environments, supporting youth to make decisions and designing program activities and approaches that meaningfully engage youth. [www.toronto.ca/involve-youth/youth2.htm](http://www.toronto.ca/involve-youth/youth2.htm)

**Engaging Youth within Our Communities** (Josée Latendresse and Natasha Blanchet-Cohen for the McConnell Foundation) – This guide is intended for community and organizational actors who would like to integrate young people ages

12 to 25 within their communities by allowing them to actively participate in decisions affecting them and to play a more influential role. [www.mcconnellfoundation.ca/en/resources/report/engaging-youth-within-our-communities](http://www.mcconnellfoundation.ca/en/resources/report/engaging-youth-within-our-communities)

**Students Taking Action Against Racism Tool Kit** (Abbotsford Community Services, BC) – This tool was developed by youth, for youth, to lead their own anti-racism group in their schools. <http://static.diversityteam.org/files/140/students-taking-action-against-racism-tool-kit.pdf?1271974433>

## TIPS TO ENGAGE YOUTH

- Social Media. Facebook, Twitter, and YouTube. They may be useful tools to reach out to youth.
- Partner with local schools and youth organizations.
- Connect with the Canadian Commission for UNESCO's Youth Advisory Group and ASPnet schools.
- Encourage peer support. Word of mouth is big!
- Be creative. Use sports, the arts, and technology.
- Give youth an active role, with concrete tasks!
- Follow up on youth engagement initiatives: this will help with youth retention issues for future initiatives.
- Give a voice to young people, and listen to it!

## HOW TO ENGAGE YOUTH IN CCMARD?

As for any other groups in your community, the involvement of youth in the early stages of the process is a definite asset to their sustainability. Indeed, one will be more likely to participate in the implementation of a programme, policy or event if they have been consulted in earlier phases of its development and developed a sense of ownership for it. There are numerous ways to engage youth in CCMARD-related initiatives. Here are some examples:

- 1.** Involve your local Youth Councils/Advisory Groups.
- 2.** Get in touch with members of the Youth Advisory Group (YAG) of the Canadian Commission for UNESCO and with UNESCO Associated Schools in your area!
- 3.** Use the arts, sports and recreation!
- 4.** Link your initiatives with programs and organizations that are active in areas related to one or more of CCMARD's areas of action.
- 5.** Encourage youth from your community to participate in national or international contests, campaigns or trainings related to inclusion and diversity!
- 6.** Be inspired by what has been done in other municipalities and exchange good practices!

## QUICK WINS – Use videos to trigger discussions and reflections among youth!

There are numerous videos that can trigger reflection on racism and anti-discrimination among youth – as well as with other age groups! Some examples include:

**Do You See What I Think?**  
(Canadian Commission for UNESCO'S Youth Advisory Group, 2011) – The video

project "Do you See What I Think?" consists of collective works inspired by the central theme of the International Year of Youth: "Dialogue and Mutual Understanding".  
[www.youtube.com/user/CanadaCouncil](http://www.youtube.com/user/CanadaCouncil)

**Growing Up Among Strangers**  
(Aspen Family, 2009) – The

film follows the experiences of Canadian youth from culturally diverse backgrounds as they struggle to balance two worlds: the traditional cultural values of home and the Westernized culture that lies outside. The DVD comes with *Get Talking!*, a companion guide to facilitate discussion on the issues raised in the film.

[www.aspenfamily.org/index.php/about/resources](http://www.aspenfamily.org/index.php/about/resources)

**National Film Board of Canada** – Refer to the "English NFB Films for Recommended Viewing" Section of this Toolkit for a list of suggested films organized around CCMARD Ten Common Commitments!  
[www.nfb.ca](http://www.nfb.ca)

# 1.

## INVOLVE YOUR LOCAL YOUTH COUNCILS/ADVISORY GROUPS

Youth Councils and Advisory Groups are effective ways to engage youth in your CCMARD work in a formal manner. These groups provide an opportunity for youth to inform the development of Plans of Action, promote anti-discrimination initiatives to their peers and communities, and successfully implement programs and policies in the municipality.

### MAYOR'S YOUTH TASK FORCE – MARKHAM

The Mayor's Youth Task Force (MYTF) is a branch of the Markham Council run by youth. It is comprised of youth, Markham Councilors and the Mayor of Markham. The purpose of the MYTF is to provide local youth a voice by which they may give input and develop initiatives to enhance youth opportunities within the Town of Markham. It allows Markham's future leaders to plan and influence through events like the Milliken Children's Festival. <http://markhamyouth.com>

### CONSEIL JEUNESSE DE MONTRÉAL (CJM)

The *Conseil jeunesse de Montréal (CJM)* [Montreal Youth Council] is an advisory committee composed of 15 young people between the ages of 16 and 30 and reflecting Montreal's diversity. It advises the city administration on all issues relating to youth from 12 to 30 years of age and ensures that young people's concerns are heard. Created in 2003, the CJM provides young Montrealers with an opportunity to participate in forging the city's future by giving them a voice and the power to influence decision-making. It comprises members who reflect Montreal's diversity. In 2011, the CJM held a public consultation on communications between the city and youth. The CJM also organized the fourth annual Montreal youth day. CJM activities are well attended and its advice keeps the city receptive to the needs of youth. [www.cjmtl.com](http://www.cjmtl.com)

### COMMISSION JEUNESSE (YOUTH COMMISSION) – GATINEAU

The Gatineau Youth Commission is mandated to:

1. provide municipal council with recommendations on planning, development and improvements in the quality of life of adolescents in Gatineau;
2. form a point of access for adolescents to the youth commission and municipal council;
3. set up a partnership to ensure the consolidation of consultation mechanisms promoting the planning, organization and implementation of activities designed to enhance the quality of life of adolescent clients in the City of Gatineau; and
4. review files and issues concerning the adolescent population. [www.cjgatineau.ca](http://www.cjgatineau.ca) (French only)

### OTHER EXAMPLES OF YOUTH COUNCILS/COMMITTEES

#### Calgary – Mayor's Youth Council

<http://youthcentral.com/mayors-youth-council>

#### Edmonton – Youth Council

[www.edmonton.ca/city\\_government/city\\_organization/youth-council-city-of-edmonton.aspx](http://www.edmonton.ca/city_government/city_organization/youth-council-city-of-edmonton.aspx)

#### Victoria – Youth Council

<http://cvyc.net>

#### Windsor – Mayor's Youth Advisory Committee (MYAC)

[www.windsoryouth.com](http://www.windsoryouth.com)

## 2.

### GET IN TOUCH WITH MEMBERS OF THE YOUTH ADVISORY GROUP (YAG) OF THE CANADIAN COMMISSION FOR UNESCO AND WITH UNESCO ASSOCIATED SCHOOLS IN YOUR AREA!

The Canadian Commission for UNESCO is committed to engaging youth in its programming. This is accomplished through maintaining an active Youth Advisory Group comprised of youth aged 16 to 32. They provide recommendations on UNESCO's priorities and programmes in all its sectors (Education, Natural Sciences, Social and Human Sciences, Culture, Communication, and Information) and contribute to their implementation.

**The Youth Advisory Group (YAG)** allows for networking and collaborative opportunities that encourage inter-generational and inter-cultural exchanges. The Youth Advisory Group works to mobilize the creativity, expertise and unique perspectives of its members to contribute to the present and future development of our societies. Members of the Youth Advisory Group are knowledgeable about CCMARD, UNESCO and in many cases, issues related to racism and other forms of discrimination. They can provide strong support to your municipality at any stage of your CCMARD involvement.

[www.unesco.ca/en/interdisciplinary/youth](http://www.unesco.ca/en/interdisciplinary/youth)

**UNESCO Associated Schools** are committed to promoting UNESCO's ideals by conducting pilot projects to better prepare children and young people to meet the challenges of an increasingly complex and interdependent world. They can also be interested in being involved in CCMARD-related activities.

[www.unesco.ca/en/interdisciplinary/aspnet](http://www.unesco.ca/en/interdisciplinary/aspnet)

## 3.

### USE THE ARTS, SPORTS AND RECREATION

Utilizing the arts and recreation programs can be beneficial to engage youth in your community and in your CCMARD-related activities. By using creative approaches to engaging youth, it will be possible for you to connect with youth who might otherwise feel excluded and have major impact!

#### USING THE ARTS...

The International Centre of Art for Social Change (ICASC) notes that "art is central in helping people to find new ways to see the world and in developing models that integrate and celebrate imaginative thinking, leading to mobilization and effective action (...) Art processes expand and deepen our capacity for change."

#### ... SPORTS AND RECREATION

Sport is a powerful tool to strengthen social ties and networks, and to promote ideals of peace, non-violence, tolerance and justice as it has the ability to bring people together. It can be an interesting avenue to explore in your communities. On the other hand, like at the office or at school, sports team can also be a place where discrimination and racism still too often occurs. When planning your anti-discrimination and anti-racism strategy, think of raising awareness on these issues with your local sport teams and include them in the discussions!

## BEST PRACTICE

### COLLABORATION BETWEEN YAG MEMBERS AND THE CITY OF VANCOUVER

The Vancouver Youth Advisory Group (YAG) of the Canadian Commission for UNESCO became engaged with the City of Vancouver once the city joined the Coalition. YAG members attended the official signing of the Declaration and stayed in touch, offering to support the city as they began implementing their CCMARD goals. The city was pleased

to have a group of young people who were engaged with CCUNESCO and eager to support their work. As the International Day for the Elimination of Racism and Discrimination approached, YAG members approached the city to see if they had any plans to commemorate the day and how YAG members could be a part of it. YAG members helped the city by connecting

with other programs that they are engaged in, and together they were able to celebrate the day. Although, the Youth Advisory Group did not play a very active role before the city joined CCMARD, they actively became involved with the city once they had signed and are now helping the city achieve its goals and engage young people in the process.

## MANY ORGANISATIONS PROMOTE ARTS AND RECREATION FOR SOCIAL CHANGE. SOME EXAMPLES INCLUDE:

### ARTS NETWORK FOR CHILDREN AND YOUTH

The Arts Network for Children and Youth (ANCY) is a national non-profit community arts service organization. ANCY was established by a group of arts practitioners with a vision to develop sustainable arts programming for children and youth in communities across Canada.  
<http://artsnetwork.ca>

### ARTSSMARTS

ArtsSmarts is a dynamic approach to generating and sustaining innovative school partnerships centred around the arts. It is delivered in more than 170 communities across Canada via its network of partners.  
[www.artssmarts.ca](http://www.artssmarts.ca)

### ICI PAR LES ARTS

*Ici Par les Arts* is a non-profit organization specializing in development through the arts.  
[www.iciparlesarts.com](http://www.iciparlesarts.com)  
(French only)

### INTERNATIONAL CENTRE OF ART FOR SOCIAL CHANGE (ICASC)

The Centre has been conceived by Judith Marcuse Projects to support art for social change communities around the world. The ICASC Links database contains local and international arts for social change related educational programs, institutions, organizations and practitioners.  
[www.icasc.ca](http://www.icasc.ca)

### “HOPSCOTCH” AND COMMUNITY ART PROGRAM HALIFAX REGIONAL MUNICIPALITY (HRM)

*Hopscotch* is an urban art festival celebrating hip hop culture. It was created in 2010 as a way to portray the positive elements of hip hop culture, engage youth, and celebrate HRM's diverse music & arts community.  
<http://hopscotchhalifax.com>

The *Community Art Program* started as a pilot project in the fall of 2006 and an initiative to provide opportunities for young people to be creative, connect with their community and heighten community identity through beautification. The program has since expanded to involve youth and community members of all ages.  
[www.halifax.ca/Culture/CommunityArts/index.html](http://www.halifax.ca/Culture/CommunityArts/index.html)

### ARTREACH TORONTO

ArtReach Toronto is a unique collaborative funding program that invests in creative arts initiatives developed by young people (between 13 and 29 years of age) living in vulnerable communities in Toronto. ArtReach has been developed as a low-barrier funding program with a high level of support to youth organizations and young artists. Youth play leadership roles in the program including participation on the Grant Review Team, whose role it is to assess proposals. All partners supporting ArtReach Toronto have different mandates, yet they all recognize the power of arts and culture to engage youth with diverse backgrounds and experiences from vulnerable communities in meaningful ways, and the potential for this engagement to influence their social and economic outcomes.  
[www.artreachtoronto.ca](http://www.artreachtoronto.ca)

### OUTSIDE LOOKING IN

Outside Looking In (OLI) provide opportunities for self-expression to Indigenous youth through the arts, while giving Canadians the chance to learn more about Indigenous peoples through performance.  
[www.olishow.net](http://www.olishow.net)

### DIVERSITY CUP – CALGARY

Co-Chaired by the Calgary Police Service (CPS) and Community Life Improvement Council (CLIC), this event has become the ultimate vehicle for reaching youth that do not ordinarily have the opportunity to engage in community level, team sports.  
[www.diversitycup.ca/](http://www.diversitycup.ca/)  
Diversitycup

### YOUTH VOICES AGAINST RACISM EUROPEAN COALITION OF CITIES AGAINST RACISM

How to counteract racism in sport and through sport? This question was at the heart of the project “Youth Voices Against Racism”, an initiative of UNESCO, FC Barcelona and the European Coalition of Cities against Racism, in partnership with the European Parliament, launched in June 2008. The objective was to allow young people to play an active role in the fight against racism by involving them in local policy making and the design of local initiatives.

[www.unesco.org/new/en/social-and-human-sciences/themes/human-rights/fight-against-discrimination/coalition-of-cities/eccar/youth-voices-against-racism](http://www.unesco.org/new/en/social-and-human-sciences/themes/human-rights/fight-against-discrimination/coalition-of-cities/eccar/youth-voices-against-racism)

A video entitled “Put Racism Offside” was also produced by UNESCO and FC Barcelona to mark the International Day for the Elimination of Racial Discrimination on 21 March. It presents a message delivered by three of FC Barcelona star players.  
[www.youtube.com/watch?v=nKe-oQH2Mz0&feature=player\\_embedded](http://www.youtube.com/watch?v=nKe-oQH2Mz0&feature=player_embedded)

**“Sport has a unique power to attract, mobilize and inspire. By its very nature, sport is about participation. It is about inclusion and citizenship.”**

– United Nations Office on Sport for Development and Peace

**“Art bridges the silos that separate us as we confront today’s pressing issues. Art creates new visions and engagement, connecting the head and the heart.”**

– Judith Marcuse

## 4.

### LINK YOUR INITIATIVES WITH PROGRAMS AND ORGANIZATIONS THAT ARE ACTIVE IN AREAS RELATED TO ONE OR MORE OF CCMARD'S AREAS OF ACTION.

There is already a lot out there when it comes to strengthening youth engagement in areas related to CCMARD. Being aware of the mandate and expertise of some organizations as well as of available resources may help you save time and money while avoiding an unnecessary duplication of work. Here are some examples!

#### EQUITAS

EQUITAS – International Centre for Human Rights Education is a non-profit organization that advances equality, social justice and respect for human dignity through innovative education programs in Canada and around the world. EQUITAS equips frontline human rights defenders and educators, government institutions and children and youth with knowledge, skills and values to build a global culture of human rights.

EQUITAS has two Toolkits in Canada: *Play it Fair!* and *Speaking Rights* that help engage children and youth (ages 6-18) in basic human rights values and issues.  
<http://equitas.org>

#### YOU CAN

YOU CAN is a non-profit charitable organization dedicated to building a culture of peace among youth. Its vision is to foster “a nation where all youth work in partnership with their communities to grow in peaceful and conflict resolving lifestyles.”

YOU CAN is committed to focusing on peaceful conflict resolution, the prevention of violence and consensus building through youth led initiatives. YOU CAN assists youth in exploring the connection between conflict resolution and violence prevention. This, combined with training workshops, forums and national conferences provide youth with the skills and knowledge to make a real difference in our communities by developing “Youth Taking Action” plans. These plans allow for youth empowerment by challenging youth to identify the most current issues they face in their schools and create solutions to address them.

[www.youcan.ca](http://www.youcan.ca)

#### CANADIAN COUNCIL FOR REFUGEES YOUTH NETWORK

As part of the Canadian Council for Refugees, the Youth Network gives youth and youth allies a voice to address challenges faced by newcomer youth and a space to share ideas on how to meet these challenges. One of its projects, “Speak Up! Support Newcomer Youth Voices in Canada”, aims at supporting groups of newcomer youth across Canada in developing public education and advocacy resources that promote the rights of non-citizen children and youth.

<http://ccrweb.ca/en/youth/youth-network>

#### YOUTH CANADA

**Interested in Hiring Youth?** The Youth Canada website also offers a list of programs and services specific to the needs of employers hiring youth.

[www.youth.gc.ca/eng/audiences/employers/index.shtml](http://www.youth.gc.ca/eng/audiences/employers/index.shtml)

**Youth Looking for Work?** The website also offers a list of programs and services specific to the needs of unemployed, aboriginal, disabled and newcomer Canadian youth.

[www.youth.gc.ca/eng/home.shtml](http://www.youth.gc.ca/eng/home.shtml)

## 5.

### ENCOURAGE YOUTH FROM YOUR COMMUNITY TO PARTICIPATE IN NATIONAL OR INTERNATIONAL EVENTS, CONTESTS OR CAMPAIGNS RELATED TO INCLUSION AND DIVERSITY!

There are many events, contests or campaigns that can be major assets in implementing and strengthening youth engagement in your community. Do not hesitate to spread the word to your local partners!

#### SOME EXAMPLES INCLUDE...

**Ignite Change Now! Global Youth Assembly (GYA)** – GYA is a vibrant social forum presented every two years by the John Humphrey Centre for Peace and Human Rights and its partners. Up to 800 youth, ages 16-28, from diverse backgrounds gather to explore different themes through inspiring keynotes, rich music, amazing art, hands-on workshops, and more!  
[www.youthassembly.ca](http://www.youthassembly.ca)

**PLURAL+ Youth Video Festival** – PLURAL+ is a Youth Video Festival on Migration, Diversity and Social Inclusion for youth between 9 and 25 years old. A project of the United Nations Alliance of Civilizations (UNOAC) and the International Organization for Migration (IOM), the PLURAL+ is a Youth Video Festival's goal is to ensure youth engagement in these important issues both at local and global levels by making their videos available through a variety of media platforms and distribution networks including broadcasts, internet, festivals, conferences and events around the world.  
[www.unaoc.org/pluralplus](http://www.unaoc.org/pluralplus)



#### QUICK WINS – Join the True Sport Campaign and the Step Up! Speak Out! Ally Campaign for Inclusive Sport

The **True Sport campaign** encourages integrity, fair play and excellence. A growing number of schools, clubs, leagues, teams, and communities across Canada have joined the movement. Check out “What you can do: Communities” in the resources section!  
[www.truesport.ca](http://www.truesport.ca)

The **Step Up! Speak Out! Ally Campaign for Inclusive Sport** is a partner initiative led by national sport organizations designed to encourage athletes, coaches, officials, sport administrators, parents, fans and other members of the Canadian sport community to respect all individuals involved in sport, regardless

of perceived or actual sexual orientation. The Website provides numerous resources to help achieve this objective.

[www.caaws.ca/stepupspeakout/e/index.cfm](http://www.caaws.ca/stepupspeakout/e/index.cfm)

## 6.

### BE INSPIRED BY WHAT HAS BEEN DONE IN OTHER MUNICIPALITIES!

Looking at what other municipalities have done and learn from their experience in terms of good practices, challenges, outcomes, etc. is a good way to start your reflection. Here are examples of events or programmes implemented by CCMARD signatory municipalities.

#### **YOUTH FOR UNESCO RALLY “TEAMING UP FOR DIVERSITY!” – WINDSOR**

The City of Windsor Race & Ethnocultural Committee and the Youth for UNESCO Working Committee organized in 2007 a Youth for UNESCO Rally “Teaming Up for Diversity!” It included information about race and ethnocultural relations from several organizations around Windsor & Essex County as well as diversity, cultural music, entertainment and food as part of the overall goal to create awareness and promote the prevention of racism and discrimination in communities, schools and organizations. There was also an Art Gallery Night, designed to make CMARD programs interactive and give students a creative voice by providing an opportunity for them to exhibit their artwork and express how they view racism and discrimination within themselves and in their community.  
[www.ohrc.on.ca/en/education/about/rally/view](http://www.ohrc.on.ca/en/education/about/rally/view)

#### **HRM YOUTH WEBSITE – HALIFAX REGIONAL MUNICIPALITY**

The HRM Youth Website presents youth events and youth programs. It is a source of information specifically for 13-19 year-olds. The website also features a Youth Guide that contains information about services, events, volunteering and work opportunities, housing, etc.  
[www.HRMyouth.ca](http://www.HRMyouth.ca)

#### **YOUTHSCAPE (2006-2010) – VICTORIA, CALGARY, THUNDER BAY, RIVIÈRE DES PRAIRIES, HALIFAX, SASKATOON AND HAMILTON**

YouthScape is pan-Canadian initiative that seeks to engage marginalized youth in community building and decision making. It helps create stronger more resilient communities and longterm, sustainable systems change. YouthScape has implementing organizations in 7 municipalities. These communities each took unique pathways to “change their landscape” from focusing on improving police-youth relations and supporting young parents, to expressing youth voice through art, music and dance. Although the project officially ended in 2010 after 4 years of activity, the spirit lives on and the resources developed in this context remain available via the website below.

YouthScape was convened by the International Institute for Child Rights and Development (IICRD) and was supported by the J.W. McConnell Family Foundation and the United Way of Calgary and Area.  
[www.youthscape.ca](http://www.youthscape.ca)

#### **CITIZENU VANCOUVER**

CitizenU is an action research project that aims to create an even safer, stronger and more inclusive Vancouver. Through citizenU programs delivered by partner community organizations, youth and their families are trained and engaged as leaders in their schools, communities and across the city – working together to tackle all forms of racism, discrimination and bullying.  
[www.vancouveryouth.ca/citizenU](http://www.vancouveryouth.ca/citizenU)

#### **YOUTH HOST PROGRAM – THUNDER BAY**

The Youth Host Program brings together newcomers to Canada aged 13-24 and established “Canadian” youth of the same age for friendship, sharing and learning. Newcomer youth learn about living in Canada, practice speaking English, and make connections in their new community. Youth Host volunteers act as guides to life in the community. In the process, they learn about other cultures and gain a better understanding of what it’s like for another person of their age to move to a new country and culture.  
[www.thunderbay.org/article/youth-host-program-322.asp](http://www.thunderbay.org/article/youth-host-program-322.asp)

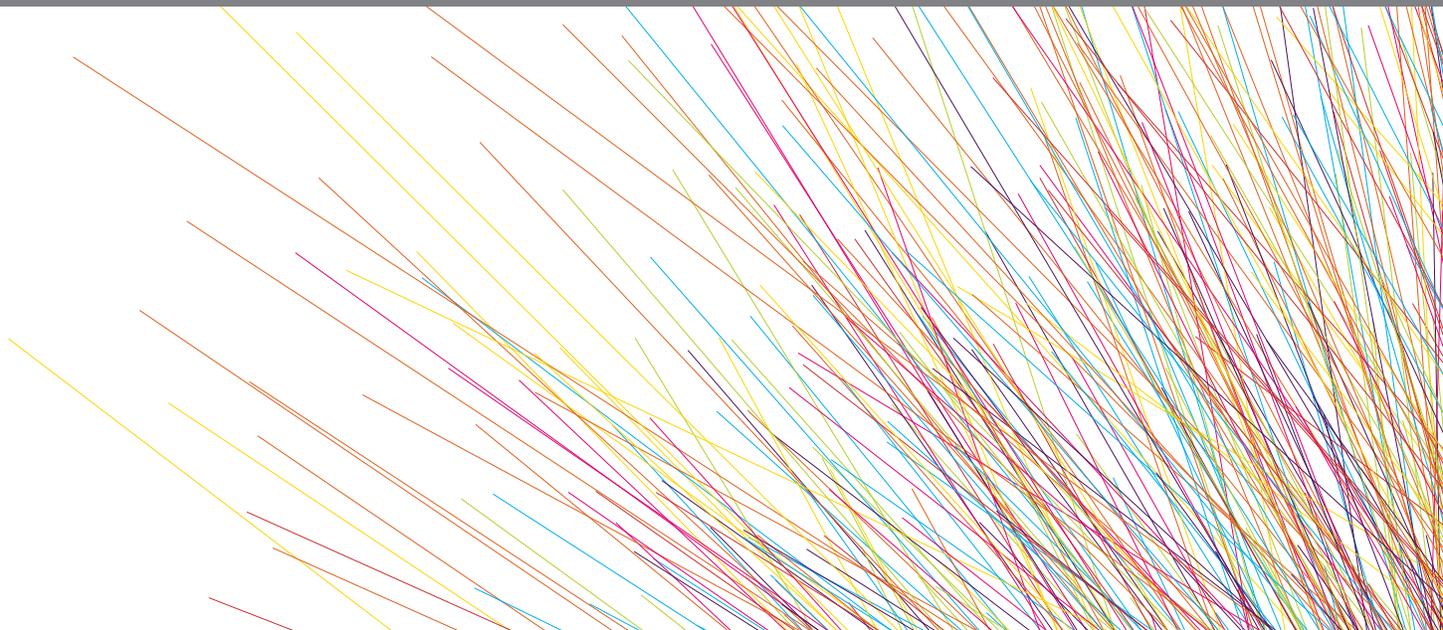


CCMARD  
**SECTION 08**  
PROMISING PRACTICES

# PROMISING PRACTICES

“IN INCREASINGLY COMPLEX MULTICULTURAL SOCIETIES, EDUCATION MUST ENABLE US TO ACQUIRE THE INTERCULTURAL COMPETENCIES THAT WILL PERMIT US TO LIVE TOGETHER WITH – AND NOT DESPITE – OUR CULTURAL DIFFERENCES.”

UNESCO WORLD REPORT ON CULTURAL DIVERSITY (2009)



# COMMITMENT 1

## INCREASE VIGILANCE AGAINST SYSTEMIC AND INDIVIDUAL RACISM AND DISCRIMINATION.

### Sample Actions

- Support or establish, in collaboration with community organizations, a monitoring and rapid response system or network to identify and respond to acts of racism, hate crimes and incidents, including bringing such incidents to the attention of the appropriate authorities.
- Support or establish a mechanism for consultation with a network of groups and individuals involved in the struggle against racism and discrimination (e.g. NGOs, Aboriginal organizations, youth, artists, police services, the judiciary, provincial and territorial human rights commissions, etc.).
- Report regularly on the incidence of hate crimes and responsive actions taken.

### ALBERTA HATE CRIMES COMMITTEE

The Alberta Hate Crimes Committee (AHCC) is a unique multi-sectoral collaboration that brings together law enforcement, government, non-profit, community and university stakeholders to strategically address hate and bias crimes and incidents in Alberta. Through this collaboration, the Committee strives toward making Alberta a hate-free province.

The AHCC is currently involved in several new and ongoing projects, which include the Alberta Hate Crimes Awareness Day, Alberta hate crimes report, hate crime information brochures and resources for community and law enforcement, specialized law enforcement training and workshops for community and non-profit groups

The Alberta Hate Crimes Committee website is a tremendous resource for municipalities and includes a document library, information on training opportunities and links to community events.

[www.albertahatecrimes.ca](http://www.albertahatecrimes.ca)

Also relates to Commitments **3 & 4**.

### RACISM FREE EDMONTON EDMONTON, AB

The City of Edmonton has implemented the *Racism Free Edmonton Program* to address issues relating to racism in the City. This comprehensive program is driven by a committee comprised of managers from the City's relevant business units, the Edmonton Police Services, major school boards, post-secondary institutions, NGOs with a racism-focus and Provincial/Federal Government ministries. One of the aims of this program is to act as a public information source in response to racially or hate-motivated incidents in the community.

[www.racismfreedmonton.ca](http://www.racismfreedmonton.ca)

Racism Free Edmonton addresses **all 10** Commitments.

## **CULTURAL DIVERSITY AND RACE RELATIONS POLICY SASKATOON, SK**

An external audit of the City of Saskatoon's "Race Relations Program" took place in May 2001. The result of this review led to an extensive community consultation throughout 2002. The goal was to engage the public in a long-term "race relations plan" that would promote racial harmony and minimize racial tension. This process led to the development of a Cultural Diversity and Race Relations Policy that became effective on February 9, 2004.

[www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/CDRR\\_Policy.pdf](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/CDRR_Policy.pdf)

### **CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE AND COORDINATOR**

The function of the committee is to monitor and provide advice to City Council on issues relating to the Cultural Diversity and Race Relations Policy. The committee consists of 18 members appointed by Council and ensures that at least 50% of the membership are representatives of a visible minority. The Cultural Diversity and Race Relations Coordinator oversees various events and activities of the office and is guided by the CD&RR policy which endeavors to achieve 4 community outcomes:

- 1) the Workforce will be representative of the population of Saskatoon;
- 2) there will be zero tolerance for racism and discrimination in Saskatoon;
- 3) community decision making bodies will be representative of the whole community of Saskatoon; and
- 4) there will be awareness and understanding in the community regarding the issues, and acceptance of the various cultures that make up Saskatoon.

[www.saskatoon.ca/DEPARTMENTS/City%20Clerks%20Office/Boards%20and%20Committees/City%20Boards%20and%20Committees/Pages/CulturalDiversityandRaceRelationsCommittee.aspx](http://www.saskatoon.ca/DEPARTMENTS/City%20Clerks%20Office/Boards%20and%20Committees/City%20Boards%20and%20Committees/Pages/CulturalDiversityandRaceRelationsCommittee.aspx)

### **IMMIGRATION COMMUNITY RESOURCE COORDINATOR**

The City of Saskatoon engaged consultants to collaborate with the various community stakeholders and resource people to produce a detailed set of objectives, a proposed strategy, and a community-based action plan for consideration by City Council. This action plan has 4 main objectives:

- 1) attract more immigrants to Saskatoon;
- 2) effectively address the difficulties facing newcomers in order to improve the retention of immigrants;
- 3) effectively address the challenges facing the community; and
- 4) take full advantage of the many opportunities and benefits that increased immigration can offer.

To assist in carrying out this process of meeting the proposed objectives a full time Immigration Community Resource Coordinator has been contracted by the City of Saskatoon.

[www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Immigration/Pages/Immigration.aspx](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Immigration/Pages/Immigration.aspx)

Also relate to Commitments **2, 8 & 10**.

# COMMITMENT 2

## MONITOR RACISM AND DISCRIMINATION IN THE COMMUNITY MORE BROADLY AS WELL AS MUNICIPAL ACTIONS TAKEN TO ADDRESS RACISM AND DISCRIMINATION.

### Sample Actions

- Make use of existing data and research, or initiate or facilitate appropriate collection and use of data, on incidents of hate activities, racism and discrimination in the community, and share results in a manner that advances human rights.
- Collect and evaluate data and information on racism and discrimination in specific fields of municipal endeavour, such as housing, recreation, culture and other social programs.
- Define achievable objectives and apply common indicators in order to assess incidents and trends in racism and discrimination, such as racial profiling, as well as the impact of municipal policies and programs.

### MUNICIPAL SUSTAINABILITY PLAN BROOKS, AB

The City of Brooks has incorporated its efforts to monitor and address racism and discrimination into their Municipal Sustainability Plan entitled *Sustainable Brooks: Together, for a better tomorrow*. This plan focuses on the five pillars of sustainability (economy, environment, governance, culture, and social). The City identified several municipal actions to monitor and address racism in their community under the social and cultural pillars. By including these actions in their long-term municipal sustainability plan, Brooks hopes to ensure the ongoing success of these initiatives. An extensive community consultation process was undertaken to develop this plan.

[www.brooks.ca/index.php?option=com\\_content&view=article&id=400&Itemid=465](http://www.brooks.ca/index.php?option=com_content&view=article&id=400&Itemid=465)

Also relates to Commitment **8**.

### ACCESSIBILITY ADVISORY COMMITTEE WINDSOR, ON

The City of Windsor's Accessibility Advisory Committee comprised of 12 members, including volunteer citizens, disabled citizens and 1 member of City Council. One of the Committee's goals is to review and monitor federal, provincial and municipal directives and regulations as they relate to persons with disabilities.

[www.citywindsor.ca/002428.asp](http://www.citywindsor.ca/002428.asp)

Also relates to Commitment **10**.

### RACE RELATIONS PERCEPTION SURVEYS SASKATOON, SK

At the end of 2005, the City of Saskatoon's Cultural Diversity and Race Relations Office retained a consulting firm to conduct a public opinion survey with a representative sample of City residents over the age of 18. The questions were designed to explore opinion in the areas of: (i) quality of life in Saskatoon, (ii) the current state of race relations in the City of Saskatoon, (iii) race relations issues that require immediate attention and (iv) the future of race relations in Saskatoon.

In 2007, the City of Saskatoon Cultural Diversity and Race Relations Office retained Fast Consulting to conduct a youth perception survey among a cross section of youth in Saskatoon. The primary objective of this survey is to assess and gain a better understanding of Saskatoon's youth perceptions and attitudes of race relations, and to explore their opinion in the four abovementioned areas.

[www.saskatoon.ca/DEPARTMENTS/Community%20Services/Community%20development/Documents/CDRR\\_youth\\_race\\_relations\\_report.pdf](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Community%20development/Documents/CDRR_youth_race_relations_report.pdf)

Also relates to Commitments **1 & 3**.

# COMMITMENT 3

## INFORM AND SUPPORT INDIVIDUALS WHO EXPERIENCE RACISM AND DISCRIMINATION.

### *Sample Actions*

- Use awareness materials and campaigns to inform citizens about their rights and obligations, including available resources and mechanisms for prevention and redress, as well as penalties for racist acts or behaviour and other forms of discrimination.
- Establish or enhance existing complaint mechanisms within the municipality's authority (ombudsperson, anti-discrimination unit, etc.) to deal with allegations of systemic and individual acts of racism and discrimination.
- Establish protocols to liaise with organizations such as human rights commissions, legal clinics, and community advocacy or counseling services that can help facilitate prevention, interventions, and remedies for those who experience racism and discrimination.

### **SAFE HARBOUR: RESPECT FOR ALL PROGRAM** REGIONAL MUNICIPALITY OF WOOD BUFFALO, AB

The Regional Municipality of Wood Buffalo became a member of the Safe Harbour: Respect for All Program. This program encourages businesses and community organizations to become educated on diversity and issues of discrimination and to serve as a "safe space" for individuals experiencing discrimination or harassment. A Safe Harbour location is responsible for providing:

- 1) Equitable treatment: respect for everyone who walks through the door, whether they are a customer, guest or employee.
- 2) A safe harbour: assistance for anyone who is experiencing discrimination or harassment.
- 3) Prepared employees: display the Safe Harbour logo and provide education to employees on diversity and issues of discrimination.

[www.safeharbour.ca](http://www.safeharbour.ca)

Also relates to Commitments **5 & 6**.

### **ABORIGINAL PEOPLE AND THE ALBERTA HUMAN RIGHTS ACT RESOURCE**

The Alberta Human Rights Commission has developed a new promotional resource titled *Aboriginal People and the Alberta Human Rights Act*. The resource will raise awareness in the Aboriginal community in Alberta about the programs and services of the Commission and the purpose of *Alberta Human Rights Act*. It was developed in collaboration with the Commission's partners in the Aboriginal community, including the Aboriginal Council of Lethbridge, Native Counselling Services of Alberta, the Aboriginal Commission on Human Rights and Justice, and the Calgary Urban Aboriginal Initiative.

[www.albertahumanrights.ab.ca/Aboriginal\\_People\\_and\\_the\\_AHR\\_Act\\_final.pdf](http://www.albertahumanrights.ab.ca/Aboriginal_People_and_the_AHR_Act_final.pdf)

## **QUICK WINS: USE THE SUPPORT HUMAN RIGHTS COMMISSIONS CAN OFFER YOU**

Human Rights Commissions have many resources to help you fulfill your commitments. They can provide plain language information about human rights law and the services offered by the Commissions. There is a Human Rights Commission in each Canadian province and territory (except in British Columbia, where the HR Commission was abolished and the responsibilities of the BC Human Rights Tribunal expanded). Some examples include:

**“Human rights in Alberta”**, Alberta Human Rights Commission  
[www.albertahumanrights.ab.ca/publications/bulletins\\_sheets\\_booklets/bulletins/human\\_rights\\_in\\_Alberta.asp](http://www.albertahumanrights.ab.ca/publications/bulletins_sheets_booklets/bulletins/human_rights_in_Alberta.asp)

**“Know your rights – Human Rights in the NWT and Yukon”**, NWT Human Rights Commission and the Yukon Human Rights Commission  
[www.yhrc.yk.ca/pdfs/Know%20Your%20Rights%20ENG\\_WEB.pdf](http://www.yhrc.yk.ca/pdfs/Know%20Your%20Rights%20ENG_WEB.pdf)

**“Guidelines on developing human rights policies and procedures”**, Ontario Human Rights Commission  
[www.ohrc.on.ca/en/resources/Policies/gdpp/pdf](http://www.ohrc.on.ca/en/resources/Policies/gdpp/pdf)

**“Your Guide to Understanding the Canadian Human Rights Act”**, Canadian Human Rights Commission  
[www.chrc-ccdp.ca/publications/naichract\\_loicdpina/toc\\_tdm-eng.aspx](http://www.chrc-ccdp.ca/publications/naichract_loicdpina/toc_tdm-eng.aspx)

A list of Human Rights Commissions is available on the website of the Canadian Association of Statutory Human Rights Agencies at  
[www.cashra.ca/contact.html](http://www.cashra.ca/contact.html)

## **“DON’T BUY IN” PROGRAM CALGARY, AB**

Don’t Buy In is a diversity and anti-hate/bias education program for Calgary junior and senior high school students. This program provides schools with skill development information and resources needed to support an environment that actively addresses issues of hate, bias and discrimination. The program empowers youth to respond appropriately to hate/bias incidents and crimes. Ultimately, Don’t Buy In aims to encourage youth to respond to hate/bias incidents in Calgary.

The Don’t Buy In program offers presentations to schools and youth groups and an interactive website for teens. Presentations include the Diversity Challenge Game; an interactive, game-show-like activity to foster awareness and understanding about issues including religions, sexual orientation, race and culture.

[www.dontbuyin.ca](http://www.dontbuyin.ca)

Also relates to Commitments **1 & 9**.

# COMMITMENT 4

## SUPPORT POLICING SERVICES IN THEIR EFFORTS TO BE EXEMPLARY INSTITUTIONS IN COMBATING RACISM AND DISCRIMINATION.

### Sample Actions

- Consult with local communities to hear concerns and receive input on responsive measures.
- Establish or enhance a comprehensive anti-racism and anti-discrimination vision statement and implement effective policies and procedures (including a complaints mechanism), as well as staff training to help prevent and respond to issues of racism and discrimination in policing services and in the community.
- Implement measures or programs to promote accountability of, and public confidence in, policing services, as well as ensure appropriate representation of Aboriginal and racialized groups in recruitment and at all levels of the organization.

### DIVERSITY AND CULTURAL RESOURCES BUREAU

#### YORK REGIONAL POLICE, ON

York Regional Police established, in 2001, a Diversity and Cultural Resources Bureau, tasked with building bridges and developing partnerships with diverse communities as well as with educating its members about the different cultures it serves. The Diversity and Cultural Resources Bureau also liaises with community groups, monitors Hate/Bias crime investigations and avails themselves to officers seeking expertise.

[www.yrp.ca/diversity.aspx](http://www.yrp.ca/diversity.aspx)

Also relates to Commitments **1, 3 & 10.**

### DIVERSITY IN POLICING PROJECT

#### THUNDER BAY, ON

Thunder Bay received funding from Canadian Heritage to implement a Diversity in Policing project (January 2004 to March 2008). The need for this project stemmed from the finding that policing was one of the top social locations where racism occurred in Thunder Bay. The project was developed by Diversity Thunder Bay, the Thunder Bay Multicultural Association, the Thunder Bay Indian Friendship Centre and the Thunder Bay Police Services.

<http://diversity.tbiz.ca/diversity-in-policing.html>

Also relates to Commitments **2 & 10.**

### DIVERSITY AND RACE RELATIONS SECTION

#### OTTAWA POLICE SERVICE, ON

The Diversity and Race Relations Section works to strengthen communication between police and immigrants, visible minorities and Aboriginal peoples through various initiatives, including monthly Community Police Action Committee (COMPAC) meetings. The Diversity and Race Relations Section also plays a lead role in facilitating monthly meetings with the GLBT Liaison Committee.

[www.ottawapolice.ca/en/Community/DiversityMatters/index.aspx](http://www.ottawapolice.ca/en/Community/DiversityMatters/index.aspx)

Also relates to Commitments **1, 3, 8 & 10.**

### HANDBOOK FOR STRENGTHENING HARMONY BETWEEN IMMIGRANT COMMUNITIES AND THE EDMONTON POLICE SERVICE

The Handbook is intended to help understand the role of policing in Edmonton; provide information on how to access police services; and explain what to expect if approached by the police. It will also explain the rights and responsibilities of both community members and the police. It is the result of a partnership between the Edmonton Police Service and the *Alliance Jeunesse-Famille de l'Alberta Society*.

[www.edmontonpolice.ca/~/\\_/media/EPS%20External/Files/CAC/ACLC\\_StrengtheningHarmony.ashx](http://www.edmontonpolice.ca/~/_/media/EPS%20External/Files/CAC/ACLC_StrengtheningHarmony.ashx)

Also relates to Commitment **3.**

## ACTING AGAINST RACIAL PROFILING IN MONTREAL

The Ville de Montréal is concerned about racial profiling and is intent on combating and preventing this phenomenon. It favours an organized approach with its services and departments, particularly the Service de police de la Ville de Montréal (SPVM) [Montreal municipal police force], which has been taking steps in this direction for several years now. Among other things, the SPVM, in partnership with its expert panel on racial profiling, has developed a program to prevent racial profiling for all staff members. This program includes mechanisms to identify inappropriate behaviour and training to develop intercultural skills in a results-oriented management framework.

In partnership with the *Commission des droits de la personne et des droits de la jeunesse du Québec* [Quebec human rights commission], the SPVM is also currently developing a procedure using mediation for complaint resolution. The Ville de Montréal is also committed to pursuing any means necessary to support its services and departments in eliminating racial profiling throughout its administration. These measures will ensure that all citizens, no matter what their origin, are treated fairly and equitably. For Montreal, a sense of security, trust and mutual respect are the foundations of civic life.

[www.svvm.qc.ca/en/index.asp](http://www.svvm.qc.ca/en/index.asp)

Also relates to Commitments **3 & 5**.

## DIVERSITY RESOURCES TEAM

### CALGARY POLICE SERVICES, AB

Calgary Police Services has been a leader in the field of diversity since 1976 when the first Culture and Race Relations Unit was formed.

The Diversity Resources Team of Calgary Police Services encompasses a broad range of portfolios including: Aboriginal, Caribbean and the Latin Americas, Middle East, South East Asia, South Asia, Sexual and Gender Diversity, and Persons with Disabilities. It also offers a diversity education program to ensure members of the Calgary Police Service understand cultural and social diversity so they can provide fair and effective service to all Canadians.

[www.calgarypolice.ca/sectionsandunits.html#diversity](http://www.calgarypolice.ca/sectionsandunits.html#diversity)

Also relates to Commitments **1, 3 & 10**.

## CULTURAL RESOURCE UNIT IN POLICE SERVICES

### SASKATOON, SK

Saskatoon Police Services has a Cultural Resources Unit comprised of a Sergeant and three Constables. This unit is responsible for providing assistance to cultural groups in the City, the Federation of Saskatchewan Indian Nations, Saskatoon Tribal Council, Metis Society, Immigrant serving agencies and the LGBT community.

[www.police.saskatoon.sk.ca/index.php?loc=diversity/index.php](http://www.police.saskatoon.sk.ca/index.php?loc=diversity/index.php)

Also relates to Commitment **10**.

## QUICK WINS: REFER TO HUMAN RIGHTS COMMISSIONS REPORTS

### ONTARIO HUMAN RIGHTS COMMISSION

*Human rights and policing: Creating and sustaining organizational change*

“The report presents concrete solutions to address racial profiling and systemic discrimination with more than 90 recommendations to all levels of government, public institutions and organizations that can ensure better social cohesion, in particular, the police, schools, social services and the youth protection system.”

[www2.cdpcj.qc.ca/en/racialprofiling/Pages/default.aspx](http://www2.cdpcj.qc.ca/en/racialprofiling/Pages/default.aspx)

### COMMISSION DES DROITS DE LA PERSONNE ET DES DROITS DE LA JEUNESSE DU QUÉBEC

*Racial profiling and systemic discrimination of racialized youth*

“The report presents concrete solutions to address racial profiling and systemic discrimination with more than 90 recommendations to all levels of government, public institutions and organizations that can ensure better social cohesion, in particular, the police, schools, social services and the youth protection system.”

[www2.cdpcj.qc.ca/en/racialprofiling/Pages/default.aspx](http://www2.cdpcj.qc.ca/en/racialprofiling/Pages/default.aspx)

# COMMITMENT 5

## PROVIDE EQUAL OPPORTUNITIES AS A MUNICIPAL EMPLOYER, SERVICE PROVIDER AND CONTRACTOR.

### Sample Actions

- Develop, implement, promote and enforce anti-racism and anti-discrimination strategies, policies and procedures, including complaints and dispute resolution mechanisms, within the municipal organization.
- Examine equity at a systemic level, such as auditing different aspects of the municipality's operations, including corporate planning, policy and program development, and procedures and practices with respect to employment, service delivery and contracting, as well as organizational culture; take steps to eliminate barriers; and finally, measure progress.
- Educate and sensitize elected officials and civil servants on mutual respect, citizenship and the obligation to protect and promote human rights.

**QUICK WINS:**  
VISIT THE WEBSITE OF  
THE **CANADIAN HUMAN  
RIGHTS COMMISSION** FOR  
A WIDE-RANGE OF TOOLS  
AND RESOURCES!

[www.chrc-ccdp.ca](http://www.chrc-ccdp.ca)

### EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

#### VANCOUVER, BC

Vancouver's Equal Employment Opportunity Program is an impartial and confidential resource, providing assistance to City departments and staff on issues related to human rights and harassment prevention. The Program's goal is to create workplaces that reflect the diversity of Vancouver and continue to support diversity by ensuring welcoming, respectful, harassment-free workplaces. The Program provides several services including Diversity Training and Workplace Harassment Education.

<http://vancouver.ca/eoo/index.htm>

Also relates to Commitments **3, 6 & 9.**

### WORKPLACE DIVERSITY STATEMENT AND PLAN

#### LONDON, ON

The Corporation of the City of London and its employees identified having a Supportive Workplace as the number one Workplace Strategic Priority. Civic Administration has developed a Strategic Objective of attracting, engaging, developing and celebrating exceptional people in public service and a Strategic Initiative of building a talented and diverse workforce, within a supportive workplace, that is representative of our community. Developing a Workplace Diversity Statement and Plan is a key component to achieving this Strategic Priority. In developing the Workplace Diversity Statement and Plan the City consulted with community partners, its employees, and private sector organizations and referenced labour market trends, organizational best practices, the existing Diversity Policy for the City of London, as well as existing workplace policies and training programs.

[www.london.ca/Reference\\_Documents/PDFs/Diversity\\_Report\\_09.pdf](http://www.london.ca/Reference_Documents/PDFs/Diversity_Report_09.pdf)

Also relates to Commitment **6.**

## INTERCULTURAL RELATIONS TRAINING

### MONTREAL, QC

The Ville de Montreal is trying to improve awareness of population ethnocultural diversity by providing training in intercultural relations for its service delivery sector. The training activities educate staffs they can effectively meet the population's so needs by improving services. In addition, a course entitled *Mobiliser des équipes diversifiées* [Mobilizing diversified teams] was developed for managers and delivered in 2009 and 2010 to close to 500 human resources managers and employees. Its goals were:

- Give participants a better understanding of the characteristics, codes and needs of the main groups comprising their work teams;
- Provide participants with tools to understand, manage and mobilize a diversified team;
- Develop empowering behaviours in the context of managing a diversified team;
- Help participants determine the actions needed to mobilize their work teams around diversity issues.

In addition, in the youth sector, one of the city's priorities, innovative projects have trained young people in human rights and intercultural relations.

## CODE OF CONDUCT, RESPECTFUL WORKPLACE POLICY AND THE CORPORATE ACCESSIBILITY POLICY

### CALGARY, AB

The policies foster the importance of respectful, ethical and safe behaviour in the workplace, acceptance, accessibility, accommodation, and the removal of attitudinal and physical barriers to inclusion.

[www.calgary.ca/CA/CMO/Pages/General-Administration-Policies.aspx](http://www.calgary.ca/CA/CMO/Pages/General-Administration-Policies.aspx)

[www.calgary.ca/CA/City-Clerks/Documents/Council-policy-library/csp003.pdf](http://www.calgary.ca/CA/City-Clerks/Documents/Council-policy-library/csp003.pdf)

Also relates to Commitments **3 & 6**.

## RESPECTFUL WORKPLACE DIRECTIVE

### EDMONTON, AB

The Respectful Workplace Directive is Edmonton's commitment whereby all employees and supervisors contribute to creating a respectful workplace. The directive outlines appropriate behaviours and behaviours considered harassment and discrimination; as well as a process for receiving and resolving complaints. The corporate Respectful Workplace Training is a three hour comprehensive mandatory training session designed to ensure every City of Edmonton employee is fully versed in the Respectful Workplace Administrative Directive and Procedure. The primary goal of the directive and training is to ensure staff are able to contribute to a highly respectful work environment free from harassment and discrimination.

[www.edmonton.ca/city\\_government/documents/A1127\\_Respectful\\_Workplace\\_Dir.pdf](http://www.edmonton.ca/city_government/documents/A1127_Respectful_Workplace_Dir.pdf)

## **AFFIRMATIVE ACTION POLICY**

TRURO, NS

In 2002, Truro formed a Committee to look at remedying the effects of discrimination on specific groups. The Town recognizes that benefits such as fairness, social justice and equality can be achieved by a firm commitment to the concept of affirmative action and employment equity.

[www.truro.ca/employmentopportunities.html](http://www.truro.ca/employmentopportunities.html)

Also relates to Commitment **10**.

## **WORKPLACE HARASSMENT AND DISCRIMINATION PREVENTION POLICY / CONFLICT RESOLUTION POLICY AND PROCEDURES / VIOLENCE PREVENTION PROCEDURE**

OAKVILLE, ON

The implementation of these policies and procedures reinforces Oakville's commitment to zero tolerance of discrimination and harassment. The policies and procedures provide a means to educate employees, assist in the identification of discrimination and harassment, and provide the means to investigate and resolve allegations. All new employees are required to sign off on the policies and reaffirm their commitment every 2-3 years. Investigations are done in-house or are contracted out.

[www.oakville.ca/HR-MNG-008.htm](http://www.oakville.ca/HR-MNG-008.htm)

The town also has a violence prevention procedure that addresses the prevention and investigation of workplace violence, or threats of workplace violence, and the investigation of workplace harassment, against an employee. The procedure, adopted subsequent to the amendment to the Occupational Health and Safety Act, applies to town employees, contractors, consultants, and members of the public.

[www.oakville.ca/HR-MNG-005-002.htm](http://www.oakville.ca/HR-MNG-005-002.htm)

Also relates to Commitments **1, 3 & 6**.

# COMMITMENT 6

## SUPPORT MEASURES TO PROMOTE EQUITY IN THE LABOUR MARKET.

### Sample Actions

- In partnership with local Chambers of Commerce, set up a certification program for businesses, organizations, and professional bodies to integrate mechanisms into their own organizations for combating racism and building inclusive and respectful workplaces.
- Facilitate monitoring and removal of systemic barriers that impede fair and equitable access for full participation of Aboriginal and racialized communities in the economic life of the municipality, as well as access to professions and trades for foreign trained professionals.
- Make business licensing renewals conditional upon non-discriminatory policies and practices.

### WORK EXPERIENCE PROGRAM

#### OAKVILLE, ON

Oakville's work experience program provides placement opportunities throughout the Town for internationally trained persons. These placements provide insight into the Canadian workforce, opportunities to increase fluency in English as well as cultural enrichment for Town staff. The program is operated in partnership with the Halton Multicultural Council, educational institutions and community agencies that support internationally trained persons to gain Canadian work experience.

[www.halton-multicultural.org](http://www.halton-multicultural.org)

Also relates to Commitment **9**.

### QUICK WINS: YOUTH EMPLOYMENT STRATEGY (YES) AND ABORIGINAL CANADA PORTAL

Interested in learning more about employment strategies for Youth? Visit the Service Canada's *Youth Employment Strategy* Website at

[www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/yesprograms.shtml](http://www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/yesprograms.shtml)

Interested in learning more about employment strategies for Aboriginal Peoples? Visit the *Aboriginal Canada Portal* at

[www.aboriginalcanada.gc.ca/acp/site.nsf/eng/ao20013.html](http://www.aboriginalcanada.gc.ca/acp/site.nsf/eng/ao20013.html)

### CHAMBER OF COMMERCE GROUP STRATFORD, PEI

The Chamber of Commerce Group is a Quarterly Business Group Discussion focused on attracting and retaining a diverse workforce. It is organized by the Town of Stratford, in partnership with their local Chamber of Commerce for local employers. The Town's Diversity and Inclusion Committee provides ongoing monitoring of the Group.

[www.townofstratford.ca/sites/default/files/site\\_files/files/The\\_Diversity\\_and\\_Inclusion\\_Report\\_and\\_Plan\\_forTown\\_of\\_Stratford\\_June.pdf](http://www.townofstratford.ca/sites/default/files/site_files/files/The_Diversity_and_Inclusion_Report_and_Plan_forTown_of_Stratford_June.pdf)

Also relates to Commitments **2 & 8**.

## IMMIGRATIONWORKS AND CONNECTOR PROGRAM

### HALIFAX REGIONAL MUNICIPALITY, NS

*ImmigrationWorks* is designed to help employers tap into the potential of hiring immigrants, foreign workers and connect with immigrants. The website will help employers navigate through the process of attracting and retaining international talent. [www.immigrationworksinhalifax.ca](http://www.immigrationworksinhalifax.ca)

By connecting immigrants with a variety of different backgrounds to the networks they need to settle in Halifax, the **Connector Program** helps immigrants gain a better understanding of how our economy works and what they can do to enhance their job search. Through connection meetings, referrals, or program support, close to 60 immigrants have now secured employment. Connectors are established business professionals in the community varying from all different industries such as Information Technology, Finance, Manufacturing, Marketing and Communications, Aerospace, Engineering. They meet and at the end, refer immigrants to a minimum of three people in their networks. After this first round, each of these people will be encouraged to refer the immigrant to another three. The simple but effective referral process is now catching on in other regions and cities across Canada, and was recently acknowledged by the Conference Board of Canada as a leading best practice for the attraction and retention of talent.

[www.immigrationworksinhalifax.ca/default.asp?mn=1.215.277](http://www.immigrationworksinhalifax.ca/default.asp?mn=1.215.277)

## MENTORSHIP PILOT

### VANCOUVER, BC

The City of Vancouver participated in a Mentorship Pilot in collaboration with Immigrant Employment Council of BC (IECBC), and three major service providers: Immigrant Services Society of BC (ISSofBC), MOSAIC and SUCCESS. Nineteen City staff from Engineering, Finance and Information Technology participated in the project. The mentors were matched with professionally qualified immigrants in similar fields. The preparatory work for the project started in the fall of 2010, in collaboration with IECBC and the three Service providers, and was formally launched on January 19, 2011. Formal mentorship relationships were established for a period of four months between mid January to mid-May, 2011, with mentors spending up to six hours each month with their Mentees through face to face, e-mail and/or telephone contact.

Supportive materials, such as a Mentor and Mentee handbook, were developed specifically for the Project. Both Mentors and Mentees were invited to "Meet Your Match" event, which provided formal orientation as well as an informal 'getting to know you' session with their match. A mid-point lunch was organized with Mentors, to solicit their input and feedback and share their experiences and learning, to further enhance the benefits for both Mentors and Mentees. The pilot formally wrapped up in June 2011.

Feedback from both Mentors and Mentees at various points of the project has been an important indicator of the success of the project. The Pilot Program has been externally evaluated to gauge effectiveness and establish best practices, and will serve as a model for future programs at the City of Vancouver and with other public sector organizations.

<http://vancouver.ca/multiculturalism/mentorshipprogram.htm>

## QUICK WINS: THE HIREIMMIGRANTS.CA ROADMAP AND CAREER EDGE ORGANIZATION

*The hireimmigrants.ca Roadmap* was created to assist employers. The step-by-step guide includes comprehensive strategies and tools to enhance a company's human resources planning and practice, from recruiting to retaining skilled immigrants. It even offers tools to help business owners evaluate their success in hiring skilled newcomers.

[www.hireimmigrants.ca/Roadmap](http://www.hireimmigrants.ca/Roadmap)

*Career Edge Organization* provides an opportunity for employers to gain access to quality, diverse talent through three paid internship programs:

- Career Edge – for recent or new graduates
- Ability Edge – for graduates with disabilities
- Career Bridge – for internationally qualified professionals

Interns gain meaningful work experience with on the job coaching and mentoring in a supportive and professional business environment.

<http://overview.careeredge.ca>

# COMMITMENT 7

## SUPPORT MEASURES TO CHALLENGE RACISM AND DISCRIMINATION AND PROMOTE DIVERSITY AND EQUAL OPPORTUNITY IN HOUSING.

### Sample Actions

- Examine housing and urban planning policies and practices and address systemic barriers that have a discriminatory effect on Aboriginal and racialized communities, including the further marginalization of those who are homeless or at risk of homelessness.
- Work with landlords and social housing providers, with the assistance of tenant associations and community organizations, including legal clinics, to adopt equitable policies and practices with respect to qualifying applicants and selecting tenants for market rent units consistent with human rights principles.
- Work with homebuilder, realtor, rental, hotel, tourist and hospitality associations to draw up anti-discrimination codes of practice for their respective industry businesses and organizations.

### SASKATOON HOUSING INITIATIVES PARTNERSHIP

#### SASKATOON, SK

The goal of the Saskatoon Housing Initiatives Partnership (SHIP) is to foster the provision of safe, permanent, affordable, appropriate and secure housing for the residents of Saskatoon and its surrounding communities as housing is the necessary foundation for building healthy, well-educated, creative and economically viable neighbourhoods and communities. The SHIP website provides up-to-date housing information and relevant resources.

[www.saskatoonhousingpartners.com/index.php](http://www.saskatoonhousingpartners.com/index.php)

Also relates to Commitment **1**.

### WINNIPEG ABORIGINAL HOUSING PLAN

#### WINNIPEG, MB

The Winnipeg Aboriginal Housing Plan identifies strategies and initiatives to address the housing needs for the Manitoba Urban Native Housing Association (MUNHA) membership and the Aboriginal community in Winnipeg.

[www.munha.ca/index.php?pid=11](http://www.munha.ca/index.php?pid=11)

Also relates to Commitments **2 & 8**.

### HOUSING ADVISORY COMMITTEE

#### WINDSOR, ON

The City of Windsor has a Housing Advisory Committee comprised of 16 members from various housing-related industries including labourers, housing providers, community groups, consumer and tenant representatives, legal and lodging. The Committee advises City Council on issues related to the supply, demand and need for affordable housing units and educates and advances the awareness of Council representatives on matters pertaining to housing.

The City also provides support and assistance to Can Am Urban Native Non-Profit Homes in supporting rent to income housing for First Nations Peoples.

[www.citywindsor.ca/0022408.asp](http://www.citywindsor.ca/0022408.asp)

Also relates to Commitments **1 & 8**.

## HOUSING POLICIES AND INTERVENTIONS

### MONTREAL, QC

Faced with increasing homelessness, a severe housing shortage, and rising property costs that rendered home ownership difficult, Montreal launched two ambitious action plans (2002-2005, 2006-2009) aimed at improving access to housing for low and middle income households. In addition to responding to a critical need, these efforts address the key issue of maintaining the city's vibrant social diversity.

By investing in shared-cost housing programs with the governments of Quebec and Canada, Montreal channelled funds into construction projects, creating 10 000 new cooperative or non-profit rental units, and 7 000 affordable private rental or condo units. Home ownership programs were also established, reaching more than 5 000 households. City interventions also included renovation subsidies for 22 000 private affordable rental units, and, the development (through construction or renovation of existing buildings) of 1100 supportive housing units for the homeless. In addition, more than 3 000 persons with physical and mobility limitations received assistance to adapt their homes. The City also adopted an Inclusionary Strategy which required the inclusion of social and affordable units within large scale private residential developments. Since 2010, a new action plan is underway; goals include fostering home ownership and family living in the city, reducing homelessness and revitalizing disadvantaged neighbourhoods.

[ville.montreal.qc.ca/portal/page?\\_pageid=5097,16433585&\\_dad=portal&\\_schema=PORTAL](http://ville.montreal.qc.ca/portal/page?_pageid=5097,16433585&_dad=portal&_schema=PORTAL)

## COMMUNITY ACTION COMMITTEE

### CALGARY, AB

The community driven 10 Year Plan to End Homelessness in Calgary was released in January 2008. The Plan is coordinated by the Calgary Homeless Foundation with participation from all orders of government, the community-at-large, funders and social service agencies. One of the key elements of the Plan is the participation of the Community Action Committee (CAC), which is composed of nine sectors including the Aboriginal Peoples Sector and the Immigrant Sector.

The mission of the CAC is to provide a collective, community voice which recommends strategy and direction to the Calgary Homeless Foundation in support of Calgary's 10 Year Plan to End Homelessness. This collective community voice allows the broader themes and assumptions of the Plan to be made relevant to the housing needs of diverse groups.

<http://calgaryhomeless.com/agencies/cac>

Also relates to Commitments **1 & 8**.

## QUICK WINS: RESOURCES FROM THE CANADA MORTGAGE AND HOUSING CORPORATION

*The Residential Rehabilitation Assistance Program: RRAP for Persons with Disabilities* provides funding to homeowners and landlords of dwellings for low-income persons with disabilities so that they can carry out renovations to improve accessibility.

[www.cmhc-schl.gc.ca/en/co/prfinas/prfinas\\_003.cfm](http://www.cmhc-schl.gc.ca/en/co/prfinas/prfinas_003.cfm)

*Newcomer's Guide to Canadian Housing* – Published by the Canada Mortgage and Housing Corporation, this guide for newcomers to the Canadian housing market is packed with everything a newcomer needs to understand how to buy or rent a home. It describes Canadian housing culture, how to inspect a rental property, tenant rights and obligations, what to look for in a neighborhood, the entire process of buying a home, cultural norms, a glossary of terms and much more.

[www.cmhc-schl.gc.ca/en/co/buho/upload/thenewcomersguide\\_e.pdf](http://www.cmhc-schl.gc.ca/en/co/buho/upload/thenewcomersguide_e.pdf)

More resources are available on the CMHC website at

[www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)

# COMMITMENT 8

## INVOLVE CITIZENS BY GIVING THEM A VOICE IN ANTI-RACISM INITIATIVES AND DECISION-MAKING.

### Sample Actions

- Take steps to facilitate and increase the representation of Aboriginal and racialized communities on municipal boards, commissions and committees.
- Organize regular community forums in collaboration with existing organizations and mechanisms in order to offer citizens an opportunity to discuss and be heard on issues of racism and discrimination in the municipality, including effectiveness of local policies and programs.
- Empower local NGOs and civil society to share information and take action against racism and discrimination.

### BUILDING BRIDGES COMMUNITY FORUM

#### LETHBRIDGE, AB

In October 2010, the City of Lethbridge hosted the *Building Bridges...Finding Common Ground: Celebrating Diversity Community Forum*. This conference brought together representatives from the City, community organizations, and members of the public to discuss issues relating to diversity and discrimination. Youth, persons with disabilities, Aboriginal Peoples, and the LGBT community were well-represented in the workshops and discussions. The forum provided the opportunity for community members from all sectors to contribute to the development of Lethbridge's CCMARD action plan.

[www.lethbridge.ca/living-here/Our-Community/Documents/Community%20Action%20Plan%202011-2021%20-%20Building%20Bridges%20-%20A%20Welcoming%20and%20Inclusive%20Community.pdf](http://www.lethbridge.ca/living-here/Our-Community/Documents/Community%20Action%20Plan%202011-2021%20-%20Building%20Bridges%20-%20A%20Welcoming%20and%20Inclusive%20Community.pdf)

### MOBILIZING CITIZENS: THE MONTREAL CHARTER OF RIGHTS AND RESPONSIBILITIES

In effect since 2006, the *Montreal Charter of Rights and Responsibilities* is a North American first. It covers all the major areas in which the Ville de Montréal is active, and its originality lies partly in the fact that it was developed by and for Montrealers. Often cited as an example on the international scene, at UNESCO in particular, as a tool for fostering inclusion, the Montreal Charter defines the city as both a territory and a living space in which the values of human dignity and integrity, equality, respect, justice, peace and democracy must be promoted. The Charter also sets out Ville de Montréal commitments to fight poverty and all forms of racism and discrimination including racial profiling and social profiling. The Charter is, in a way, a social contract whose ultimate goal is solidarity and harmonious co-existence. The Charter is available in French, English, Spanish, Portuguese and Arabic.

[ville.montreal.qc.ca/charterofrights](http://ville.montreal.qc.ca/charterofrights)

## DIVERSECITY – THE GREATER TORONTO LEADERSHIP PROJECT

TORONTO, ON

DiverseCity is a project made up of several initiatives to change the face of leadership in the Greater Toronto Region (GTA). Launched in 2008 by Maytree and the Greater Toronto CivicAction Alliance, DiverseCity aims to expand networks, strengthen private and public institutions, advance knowledge on the role of diversity in leadership, and track its progress. Examples of initiatives include:

**DiverseCity Counts** – A research project that studies the levels and impact of diversity in leadership.

**DiverseCity onBoard** – A project that connects highly qualified candidates from visible minority and under-represented immigrant communities with governance positions in agencies, boards, commissions and nonprofit organizations across the GTA.

<http://diverscitytoronto.ca>

Also relates to Commitments **1, 2, 6 & 10.**

## NEWELL REGIONAL EXPO

BROOKS, AB

Partners in this regional initiative included the City of Brooks, County of Newell, Medicine Hat College, Grasslands Family and Community Support Services, Settlement agencies, and various towns, villages and hamlets in the region. In October 2008, a festival was held to celebrate the region's history, diversity and future. Following the festival, a 2-year "Future Visioning" project began. Each community in the region has developed their own individual vision for a more welcoming and inclusive community. Community members were actively involved in all aspects of this visioning process.

[www.newellregionalexpo.com](http://www.newellregionalexpo.com)

## UNIFIED MINDS, A YOUTH ACTION NETWORK

SASKATOON, SK

The City of Saskatoon Cultural Diversity & Race Relations Office has partnered with Youth Launch to establish Unified Minds, a Youth Action Network dedicated to involving young people in the promotion of positive intercultural relations in the community. Unified Minds: Youth Action Network is the result of a youth consultation process that involved phone surveys, youth focus groups and a youth event, all of which took place from 2007 – 2009. The purpose of Unified Minds: Youth Action Network is to provide an open forum for people ages 13 to 18 years to come together and share their ideas on the subjects of racism and discrimination, youth engagement and civic participation.

[www.saskatoon.ca/DEPARTMENTS/Community%20Services/Community%20development/Cultural%20Diversity%20and%20Race%20Relations/Pages/UnifiedMindsYouthActionNetwork.aspx](http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Community%20development/Cultural%20Diversity%20and%20Race%20Relations/Pages/UnifiedMindsYouthActionNetwork.aspx)

## MUNICIPAL POLICY ON WELCOMING, INTEGRATING AND RETAINING IMMIGRANTS

QUÉBEC, QC

In July 2010, the Ville de Québec adopted its municipal policy on welcoming, integrating and retaining immigrants. The policy is built around five focal points: a welcoming city; the economic integration of immigrants; attracting new immigrants; retention; and partnering.

The population was invited to comment on the draft policy during a public consultation attended by close to 140 persons including many representatives from organizations and various cultural communities. Discussions revolved around the following topics: (1) Welcome and intercultural understanding; (2) Economic integration; and (3) Attracting and retaining immigrants.

[www.ville.quebec.qc.ca/apropos/vie\\_democratique/participation\\_citoyenne/consultations\\_publicques/airpi/index.aspx](http://www.ville.quebec.qc.ca/apropos/vie_democratique/participation_citoyenne/consultations_publicques/airpi/index.aspx) (in French only)

# 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.

### Sample Actions

- Encourage the development of teaching materials that promote respect for dignity, human rights, intercultural understanding, dialogue and peaceful coexistence.
- Support partnerships between educators and front-line community organizations to reach out to vulnerable youth whose access to education is adversely affected by bullying and violence or discriminatory discipline policies or practices.
- Create a program to recognize schools for their anti-racism and anti-discrimination initiatives.

### CARE STRATEGY

#### CALGARY, AB

Since the early 2000s, a need was identified for ensuring culturally-competent programs and services for children and youth of immigrant families in Calgary. Issues such as limited access to resources, programs and services by immigrant children and youth – as well as effective engagement in programs and services by this population – incited a city-wide response. The CARE Strategy was the end-result. It is currently housed at Immigrant Sector Council of Calgary (ISCC) and focuses on four key principles: Cultural Competency; Accessible, Aligned and Coordinated Services; Research; and Education.

[www.isccalgary.ca/carestrategy/carestrategy.asp](http://www.isccalgary.ca/carestrategy/carestrategy.asp)

Also relates to Commitments **2 & 5.**

### THE INTERFAITH AND BELONGING: A CIVIC EDUCATION AND ENGAGEMENT INITIATIVE

#### CANADIAN RACE RELATIONS FOUNDATION

The initiative aims at promoting dialogue and civic engagement among and between faith-based communities. Its objective is to enhance the civic participation and responsibility of different communities in Canada and to strengthen a sense of belonging in Canada.

By facilitating national dialogue on interfaith cooperation and communication, and promoting civic education and engagement, it will in effect construct a national framework for building bridges between and among groups of different ethnocultural and faith backgrounds and will help strengthen their participatory role in Canadian society. It will assist communities in understanding their rights and responsibilities as residents and citizens of Canada; and it will explore how best to encourage a sense of belonging to Canada.

[www.crr.ca/content/view/787/522/lang,english](http://www.crr.ca/content/view/787/522/lang,english)

Also relates to Commitments **3, 8 & 10.**

## THE CARAVAN AGAINST RACISM AND DISCRIMINATION (ALBERTA) AND GUIDE FOR EDUCATORS “DIFFERENCE, IT CAN BE LEARNT!” ALLIANCE JEUNESSE-FAMILLE DE L’ALBERTA SOCIETY (AJFAS)

EDMONTON, AB

AJFAS is a non-profit francophone organization whose principal objective is to educate and prevent crime among French speaking immigrant youth and families in Alberta via social development programs. It promotes harmony, respect of diversity, security, social unity, appreciation and acceptance of differences. AJFAS’ Caravan project aims to increase youth understanding of the consequences related to prejudices and discrimination in all its forms. It reinforces and encourages the collaboration between schools, youths, police forces, media and the community. Awareness is done through workshops designed for youth from 6 to 17 years old as well as with interactive animation, exchange and dialogue.

The need to continue the work after the experience of the Caravan led to strengthened collaboration with the Edmonton Police Service, its African Community Liaison Committee, the Alberta Youth Justice Committee, Racism Free Edmonton and the publication of a Guide for educators entitled “Difference, it can be learnt!” (*La différence, ça s’apprend!*).

[www.ajfas.ca](http://www.ajfas.ca)

Also relates to Commitments **3, 4 & 10.**

## SAFE SCHOOLS CAMPAIGN

EGALE CANADA

The Safe Schools Campaign offers innovative resources for facilitating change in Canadian learning environments. Information about and access to all campaign resources can be found on the national LGBTQ safer schools and inclusive education website, [MyGSA.ca](http://MyGSA.ca).

[www.egale.ca/index.asp?lang&menu=1&item=1176](http://www.egale.ca/index.asp?lang&menu=1&item=1176)

## NEWCOMER SERVICES

OAKVILLE, ON

The Oakville Public Library offers many services for Newcomers to Canada. In addition to print and electronic resources of interest to newcomers, the library partners with organizations in the community to offer regular settlement services and ESL conversation groups. The library also offers computer classes, citizenship, career, income tax and immigration information sessions, amongst others. The library has a web page dedicated to information to help newcomers settle in their new home. Community information is readily available through the library’s Information Oakville department and the Halton Community Services Database.

[www.opl.on.ca/services/new-comer-services](http://www.opl.on.ca/services/new-comer-services)

Also relates to Commitment **3.**

## FUN FOR ALL PROGRAM

SASKATOON, SK

The Community Development Branch operates 44 free playground programs in July and August. In 2009 a multicultural playground concept was piloted. It has since expanded to all the playgrounds. A multicultural resource binder with arts and crafts, games and activities from diverse cultures was developed. Program leaders plan and supervise activities to entertain and educate children of all ages, while incorporating multicultural activities, games and crafts.

Also relates to Commitments **3 & 10.**

# 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.**

## *Sample Actions*

- Provide equitable support to cultural projects, programs, events and infrastructure so that the cultural diversity and heritage of the community can be preserved and diffused in a fair and representative way.
- Support initiatives that increase expertise and capacity within ethno-cultural organizations to effect change in their communities and enable their members to participate fully in society.
- Promote awareness of the fact that integration of a community's cultural fabric, together with its economic, educational, social and security interests, strengthens and benefits the whole community.

## **3-1-1 INFORMATION SERVICE AND NEWCOMER'S GUIDE**

### **VANCOUVER, BC**

Residents of Vancouver can access information and services from the City with one simple phone call by dialing **3-1-1**. This service is available in more than 170 languages.

<http://vancouver.ca/311>

The *Newcomer's Guide* has information about the City of Vancouver and other levels of government, as well as community agencies and services. Intended for newcomers to the city, it will also be useful for long-time residents. It is available in 5 languages.

<http://vancouver.ca/commsvcs/socialplanning/newtovancouver/index.htm>

Also relates to Commitment **9**.

## **GLOBALFEST CALGARY, AB**

As part of GlobalFest, a week-long Human Rights Forum is organized to share information about global issues in the context of the International Coalition of Cities against Racism, led by UNESCO. The intent of the Human Rights Forum is building inclusive communities and cross-cultural respect.

As an employer, The City of Calgary has partnered with the Immigrant Sector Council of Calgary in a three year project (2009 – 2011) to promote and catalyze immigrant employment and to support The City to be a leader in this respect amongst Calgary employers.

[www.globalfest.ca](http://www.globalfest.ca)

Also relates to Commitments **3, 5 & 6**.

## NEWCOMERS GUIDE AND ANNUAL WELCOME BARBEQUE

### HALIFAX REGIONAL MUNICIPALITY, NS

In 2009, HRM issued its **Newcomers Guide**, the first guide for newcomers in Nova Scotia. The Guide is an introduction to live in HRM and provides key facts and assistance for people coming to live, work and play. It was compiled in consultation with immigrant service providers and the community at large, and is updated regularly. In 2011, HRM issued a French version of the Guide, undertaken with the *Fédération Acadienne de la Nouvelle-Écosse* (FANE). An Arabic version is under development, again being completed with the input of the Arabic community in HRM.

In addition to the Guide itself, HRM has developed a toolkit to assist residents in welcoming newcomers to their neighbourhoods, and facilitate their integration into the community.

[www.halifax.ca/newcomers/Documents/WelcomingNewcomers.pdf](http://www.halifax.ca/newcomers/Documents/WelcomingNewcomers.pdf)

The **Annual Welcome Barbeque** brings newcomers and current residents together to build relationships and make connections. The free, family event with entertainment, games, food and music, brings new residents together with other local residents from the community. At the 2011 event, many established newcomers were welcoming those who have newly arrived from countries around the world, including refugees, and saw even more involvement than ever from the local community.

[www.halifax.ca/newcomers/annualbbq.html](http://www.halifax.ca/newcomers/annualbbq.html)

More resources are available at  
[www.halifax.ca/newcomers/index.html](http://www.halifax.ca/newcomers/index.html)

Also relates to Commitments **3 & 8**.

## KNOWING YOUR MULTICULTURAL NEIGHBOURS

### WINNIPEG, MB

This publication of the Winnipeg's Citizen Equity Committee profiles 29 communities of recent immigrant groups. It is a resource that aims at fostering dialogue and understanding of Winnipeg's various communities.

[www.gov.mb.ca/chc/multi\\_sec/pdf/kymn.pdf](http://www.gov.mb.ca/chc/multi_sec/pdf/kymn.pdf)

## SERVICES FOR NEWCOMERS

### GATINEAU, QC

Ville de Gatineau offers several services to newcomers to aid in their adjustment to the City. These include:

**Bus Tour of the City for Newcomers** that includes several stops in different sectors and at different municipal offices.

**Initiation to Municipal Life**, a day-long education session that provides important information to people new to the City. The first part of the day informs new residents on how the City's different departments and by-laws work, and about citizen participation. In the afternoon, a representative from Gatineau's Police Service presents on prevention, protection, safety, laws and the rights and responsibilities of residents.

[www.gatineau.ca/page.asp?p=guichet\\_municipal/immigration\\_diversite\\_culturelle](http://www.gatineau.ca/page.asp?p=guichet_municipal/immigration_diversite_culturelle)

Also relates to Commitment **3**.



CCMARD

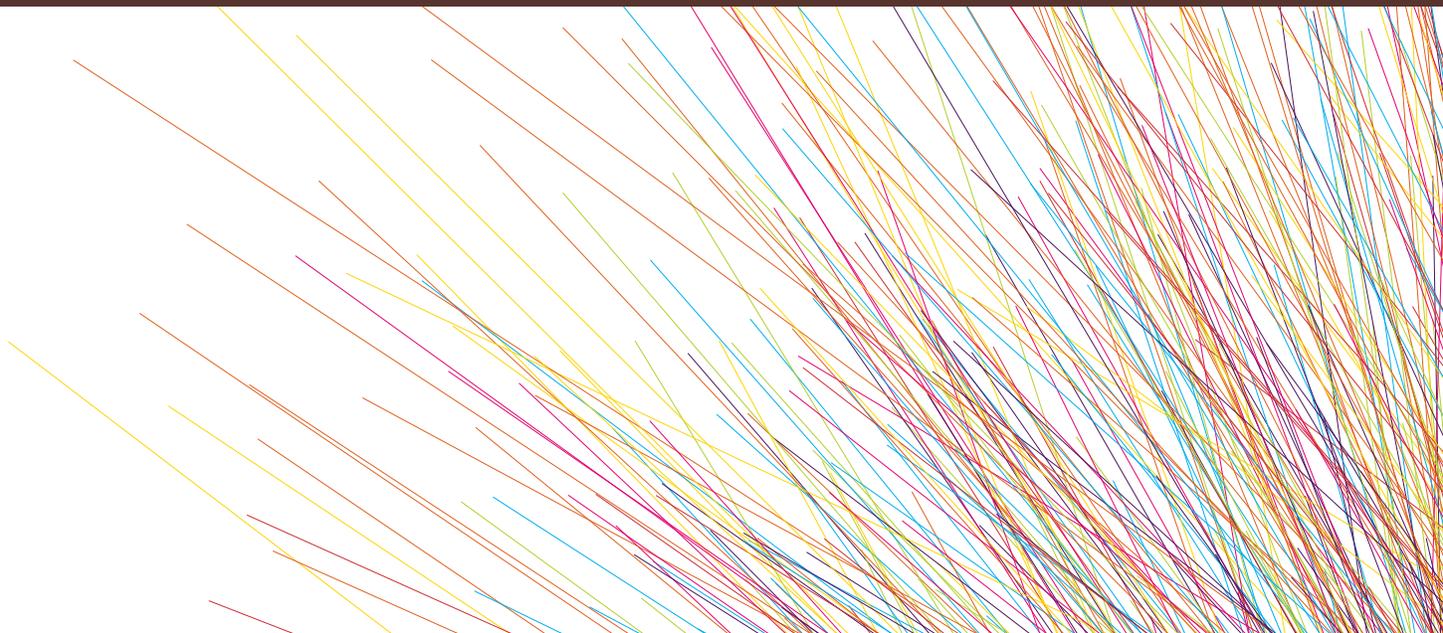
# SECTION 09

ENGLISH NFB FILMS FOR RECOMMENDED VIEWING

# ENGLISH NFB FILMS FOR RECOMMENDED VIEWING

“RACISM IS A REFUGE FOR THE IGNORANT. IT SEEKS TO DIVIDE AND TO DESTROY. IT IS THE ENEMY OF FREEDOM, AND DESERVES TO BE MET HEAD-ON AND STAMPED OUT.”

– PIERRE BERTON, AUTHOR



## ABOUT THE NFB

Canada's public producer and distributor, the National Film Board of Canada creates **interactive works**, social-issue documentaries, auteur animation and alternative dramas that provide the world with a unique Canadian perspective. The NFB is developing the entertainment forms of the future in groundbreaking interactive productions, while pioneering new directions in 3D stereoscopic film, community-based media, and more. It works in collaboration with emerging and established filmmakers, digital media creators and co-producers in every region of Canada, with Aboriginal and culturally diverse communities, as well as partners around the world. Since the NFB's founding in 1939, it has created over 13,000 productions and won over 5,000 awards, including 4 Webbys, 12 Oscars and more than 90 Genies. Its <NFB.ca> Screening Room features over 2,000 productions online, including high-definition and 3D films. The NFB also puts the experience of cinema into the hands of Canadians everywhere through its acclaimed mobile apps for the **iPhone**, **iPad** and **Android** platforms, as well as a pre-loaded app in the **BlackBerry PlayBook**.

### HOW TO USE NFB FILMS IN YOUR COMMUNITY?

Films provide an excellent starting point for discussions about serious and, at times, sensitive social issues. Films from the National Film Board of Canada are intended to spark discussion and debate in safe, open and respectful environments. The following tips may assist you in introducing the recommended films to your community:

- Set boundaries for the film screening and discussion. Examples include: respect others, strive to demonstrate empathy, be prepared to learn something new, approach the film and discussion with an open mind.
- Before screening a film, choose various motifs for your participants to look out for, including: systemic racism, overt racism, stereotyping, discrimination, sexism, exclusion, inclusion, empathy, open-mindedness and resolution, etc. Following the screening, discuss each of these threads and how the filmmaker chose to represent them.
- Host a debate. Before watching a film, ask participants their opinion on the main conflict in the film. Once their position has been identified, divide the participants into two groups based on their position on the issue. Then, ask them to switch positions and watch the film from the opposing perspective. Following the film, host a debate, with both groups defending the opposite side of the argument.
- Encourage participants to fill out a KWL chart (Donna Ogle, 1986), samples of which can be found online. The purpose of the KWL chart is to have viewers record what they KNOW, what they WANT to know and what they LEARNED. As an additional challenge, add a "C" column to the chart and have them reflect on how their opinions have CHANGED.
- For more ideas on using films with your group, consult the Educational Guide for the **Work for All** series at:

<http://workforall.nfb.ca/sites/workforall.nfb.ca/files/WFA-Booklet-EN-Full.pdf>

## ABOUT THIS COLLECTION

The following films have been selected to illustrate the 10 commitments described below. Although each of these films may not address the commitment explicitly, through themes and characters profiled in the film, viewers may gain a better understanding of each of these commitments. These recommendations have been chosen to promote discussion and understanding among viewers.

### COMMITMENT 1

**Increase vigilance against systemic and individual racism and discrimination.**

- *Doctors Without Residency*, Tetchena Bellange, 2010, 9 min 57 s.
- *The Interview*, Claire Blanchet, 2010, 2 min 19 s.
- *Sisters in the Struggle*, Dionne Brand, Ginny Stikema, 1991, 49 min 20 s.

### COMMITMENT 2

**Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.**

- *Bronwen and Yaffa (Moving Towards Tolerance)*, Peter D'Entremont, 1996, 27 min 16 s.
- *Family Motel*, Helene Klodawsky, 2007, 87 min 49 s.

### COMMITMENT 3

**Inform and support individuals who experience racism and discrimination.**

- *Jaded*, Cal Garingan, 2010, 14 min 46 s.
- *Still Waiting for Justice*, Nadine Valcin, 2006, 15 min 20 s.
- *Everybody's Children*, Monika Delmos, 2008, 51 min 27 s.
- *Speakers for the Dead*, Jennifer Holness, David Sutherland, 2000, 49 min 47 s.
- *Film Club*, Cyrus Sundar Singh, 2001, 44 min 53 s.

### COMMITMENT 4

**Support policing services in their efforts to be exemplary institutions in combating racism and discrimination.**

- *Namrata*, Shazia Javed, 2009, 9 min 11 s.
- *Zero Tolerance*, Michka Saäl, 2006, 75 min 51 s.

### COMMITMENT 5

**Provide equal opportunities as a municipal employer, service provider and contractor.**

- *24 Days in Brooks*, Dana Inkster, 2007, 42 min 03 s.
- *Between: Living in the Hyphen*, Anne Marie Nakagawa, 2005, 43 min 43 s.
- *The Glass Ceiling*, Sophie Bissonnette, 1992, 27 min 30 s.

### COMMITMENT 6

**Support measures to promote equity in the labour market.**

- *As I Am*, Nadia Myre, 2010, 4 min.
- *Jaded*, Cal Garingan, 2010, 14 min 46 s.
- *Still Waiting for Justice*, Nadine Valcin, 2006, 15 min 20 s.
- *Hanging On*, Chedly Belkhodja, 2006, 14 min 10 s.

**COMMITMENT 7**

Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing.

- *Invisible City*, Hubert Davis, 2009, 75 min 47 s.
- *Breakin' In: The Making of a Hip Hop Dancer*, Elizabeth St. Philip, 2005, 55 min 16 s.
- *Filmmaker in Residence: The Complete Collection*, Kat Cizek, 2009, 341 min 31 s. (Hand-Held is most relevant)
- *The Journey of Lesra Martin*, Cheryl Foggo, 2002, 45 min 50 s.

**COMMITMENT 8**

Involve citizens by giving them a voice in anti-racism initiatives and decision-making.

- *Voice job*, Mila Aung-Thwin, 2006, 9 min 35 s.
- *Sharia in Canada*, Dominique Cardona, 2006, 88 min 25 s.
- *Me and the Mosque*, Zarqa Nawaz, 2005, 52 min 45 s.

**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.

- *For Angela*, Nancy Trites Botkin, Daniel Prouty, 1993, 21 min. 20 s.
- *Colour Blind*, Ginder Oujla-Chalmers, 1999, 25 min 42 s.
- *Film Club*, Cyrus Sundar Singh, 2001, 44 min 53 s.
- *Everybody's Children*, Monika Delmos, 2008, 51 min 27 s.
- *From Far Away*, Shira Avni, Serene El-Haj Daoud, 2000, 6 min 39s.

**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.

- *The Colour of Beauty*, Elizabeth St. Philip, 2010, 16 min 50 s.
- *Between: Living in the Hyphen*, Anne Marie Nakagawa, 2005, 43 min 43 s.
- *Opre Roma: Gypsies in Canada*, Tony Papa, 1999, 52 min 01 s.
- *The Invisible Nation*, Richard Desjardins, Robert Monderie, 2007, 93 min 16 s.
- *Club Native*, Tracey Deer, 2006, 78 min 10 s.



#### ALSO OF INTEREST...

To celebrate the International Year of the Rapprochement of Cultures 2010, the National Film Board of Canada, with the Canadian Commission for UNESCO, presented a playlist of **10 NFB films to bridge the cultural divide**. The playlist is to spark conversation about what we all have in common. It is made up of a collection of films from the perspectives of people from diverse cultural and ethnic backgrounds. Together these works promote the sharing of values and knowledge, and they give us a better understanding of one another's roots and of our common histories.

[www.nfb.ca/playlist/bridging-cultures](http://www.nfb.ca/playlist/bridging-cultures)

To learn more about the National Film Board of Canada including our mandate, films, interactive projects, workshops and facilities, please visit

[www.nfb.ca](http://www.nfb.ca)

Films from the National Film Board of Canada are available for purchase in the NFB's ONLINE Boutique [www2.nfb.ca/boutique/XXNFBibeWelcome.jsp?language=US](http://www2.nfb.ca/boutique/XXNFBibeWelcome.jsp?language=US)

Some titles are available for screening online at NFB.ca. There is a subscription fee if you intend to screen films for a group in an institutional setting. To learn more about how to subscribe to NFB.ca for your institution, please visit

[www.nfb.ca/education/en](http://www.nfb.ca/education/en)

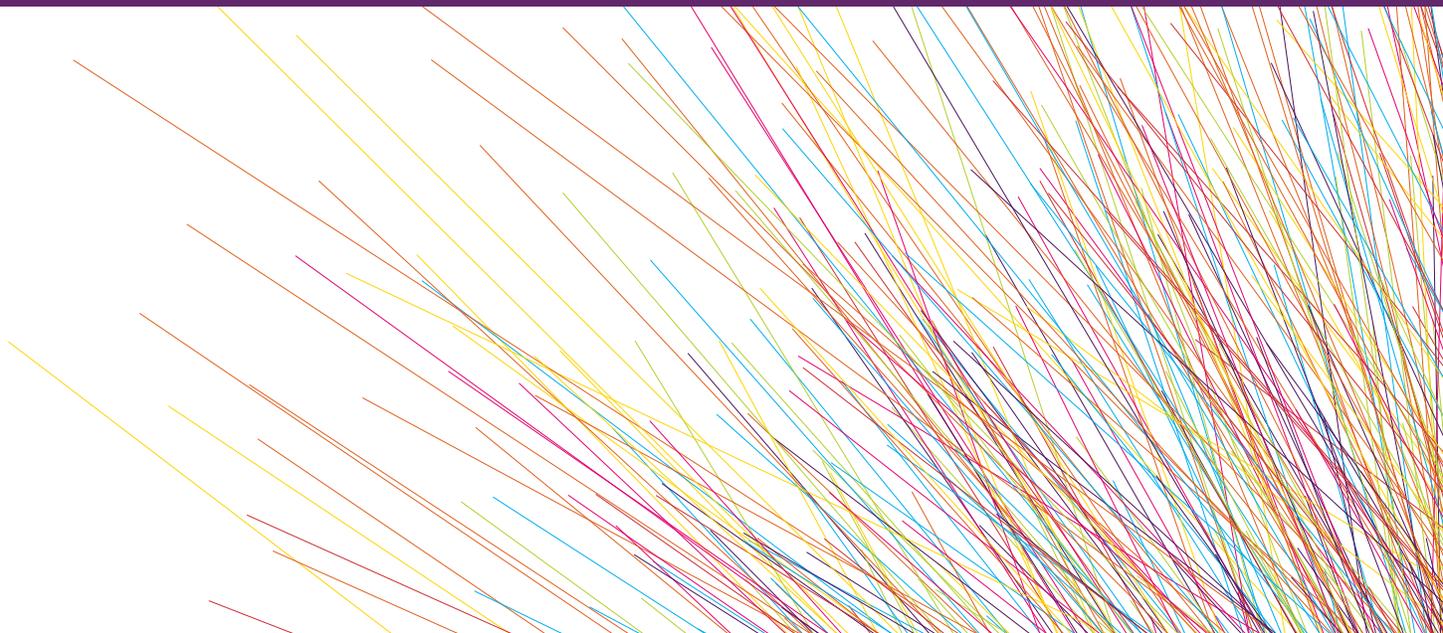


CCMARD  
**SECTION 10**  
GLOSSARY OF TERMS

# GLOSSARY OF TERMS

“THE CANADIAN RACE RELATIONS FOUNDATION SUPPORTS CCMARD BECAUSE IT PRESENTS AN IDEAL PLATFORM FROM WHICH COLLECTIVE EFFORTS CAN BE MOUNTED TO CONFRONT AND ELIMINATE RACISM IN CANADA.”

– AYMAN AL-YASSINI, EXECUTIVE DIRECTOR, CANADIAN RACE RELATIONS FOUNDATION



# GLOSSARY

## OF TERMS

(Excerpts from the Canadian Race Relations Foundation Glossary)

### DISCRIMINATION

The denial of equal treatment, civil liberties and opportunity to individuals or groups with respect to education, accommodation, health care, employment and access to services, goods and facilities. Behaviour that results from prejudiced attitudes by individuals or institutions, resulting in unequal outcomes for persons who are perceived as different. *Differential treatment* that may occur on the basis of race, nationality, gender, age, religion, political or ethnic affiliation, sexual orientation, marital or family status, physical, developmental or mental disability. Includes the denial of cultural, economic, educational, political and/or social rights of members of non-dominant groups. (NOTE: In Canada, equal treatment for all is guaranteed under the law regardless of race, national or ethnic origin, colour or religion. The list of prohibited grounds in the *Canadian Human Rights Act* includes race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and conviction for which a pardon has been granted.)

### DIVERSITY

A term used to encompass all the various differences among people – including race, religion, gender, sexual orientation, disability, socio-economic status, etc. – and commonly used in the United States and increasingly in Canada to describe workplace programs aimed at reducing discrimination promoting equality of opportunity and outcome for all groups. Concern has been expressed by anti-racism and race relations practitioners that *diversity* programs may water down efforts to combat racism in all its forms. The presence of a wide range of human qualities and attributes within a group, organization, or society. The dimensions of diversity include, but are not limited to, ancestry, culture, ethnicity, gender, gender identity, language, physical and intellectual ability, race, religion, sex, sexual orientation, socioeconomic status.

### EQUITY

A condition or state of fair, inclusive, and respectful treatment of all people. Equity does not mean treating people the same without regard for individual differences.

### INTOLERANCE

Bigotry or narrow mindedness which results in refusal to respect or acknowledge persons of different racial backgrounds.

### MULTICULTURALISM

Federal policy announced in 1971 and enshrined in law in the *Multiculturalism Act* of 1988 which acknowledges the unequal access to resources and opportunities of Canadians who are not of the dominant white group, and urges the recognition of their contributions, the preservation of their cultural heritage and the equal treatment of all Canadians. The existence within one society or nation of two or more nonhomogeneous but equally recognized ethnic, racial, cultural, linguistic or religious groups. Canadian (federal) and Ontario (provincial) policies on multiculturalism ensure this diversity and equal rights for and recognition of all groups. (Although it can and should include anti-racism, there has been an increasing recognition of the limitations of this concept because it does not explicitly acknowledge the critical role that racism plays in preventing the achievement of the vision, and also because it may promote a static and limited notion of culture as fragmented and confined to ethnicity).

### PREJUDICE

A state of mind; a set of attitudes held by one person or group about another, tending to cast the other in an inferior light, despite the absence of legitimate or sufficient evidence; means literally to “pre-judge”; considered irrational and very resistant to change, because concrete evidence that contradicts the prejudice is usually dismissed as exceptional. Frequently prejudices are not recognized as false or unsound assumptions or *stereotypes*, and, through repetition, become accepted as common sense notions. When backed with power, prejudice results in acts of discrimination and oppression against groups or individuals.

### RACIAL DISCRIMINATION

According to the *International Convention on the Elimination of All Forms of Racial Discrimination*, racial discrimination is any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin, which nullifies or impairs the recognition, enjoyment or exercise of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.

### **RACIAL MINORITY**

A term which applies to all people who are not seen as White by the dominant group including Aboriginal, Black, Chinese, South Asian, South East Asian and other peoples. Sometimes used instead of *Visible Minority*. The term that many people now prefer is “*people of colour*” as a more positive term that does not define groups by comparison to the dominant group.

### **RACIAL PROFILING**

Any action undertaken for reasons of safety, security or public protection that relies on stereotypes about race, colour, ethnicity, ancestry, religion, or place of origin rather than on reasonable suspicion, to single out an individual for greater scrutiny or differential treatment. Profiling can occur because of a combination of the above factors, and age and/or gender can influence the experience of profiling.

### **RACIALIZATION**

The process through which groups come to be designated as different, and on that basis subjected to differential and unequal treatment. In the present context, racialized groups include those who may experience differential treatment on the basis of race, ethnicity, language, economics, religion, culture, politics, etc. That is, treated outside the norm and receiving unequal treatment based upon phenotypical features.

### **RACISM**

A mix of prejudice and power leading to domination and exploitation of one group (the dominant or majority group) over another (the non-dominant, minority or racialized group). It asserts that the one group is supreme and superior while the other is inferior. Racism is any individual action, or institutional practice backed by institutional power, which subordinates people because of their colour or ethnicity.

### **INDIVIDUAL RACISM**

The prejudiced individual, direct, or one-to-one action(s) against other individuals because of their group membership and skin colour to deprive them of some right (employment, housing).

### **INSTITUTIONAL RACISM OR SYSTEMIC DISCRIMINATION**

The institutionalization of discrimination through policies and practices which may appear neutral on the surface but which have an exclusionary impact on particular groups, such that various minority groups are discriminated against, intentionally or unintentionally. This occurs in institutions and organizations where the policies, practices and procedures (e.g. employment systems – job requirements, hiring practices, promotion procedures, etc.) exclude and/or act as barriers to racialized groups. Systemic discrimination also is the result of some government laws and regulations.

### **STEREOTYPE**

A fixed mental picture or image of a group of people, ascribing the same characteristic(s) to all members of the group, regardless of their individual differences. An overgeneralization – in which the information or experience on which the image is based – may be true for some of the individual group members, but not for all members. Stereotyping may be based upon misconceptions, incomplete information and/or false generalizations about race, age, ethnic, linguistic, geographical or natural groups, religions, social, marital or family status, physical, developmental or mental attributes, gender or sexual orientation.

### **TOLERANCE**

Usually meant as a liberal attitude toward those whose race, religion, nationality, etc. is different from one’s own. Since it has the connotation of ‘put up with’, today the term *acceptance* is preferred. That is, through anti-racism and equity work we aim to counter intolerance, but to achieve acceptance for all.

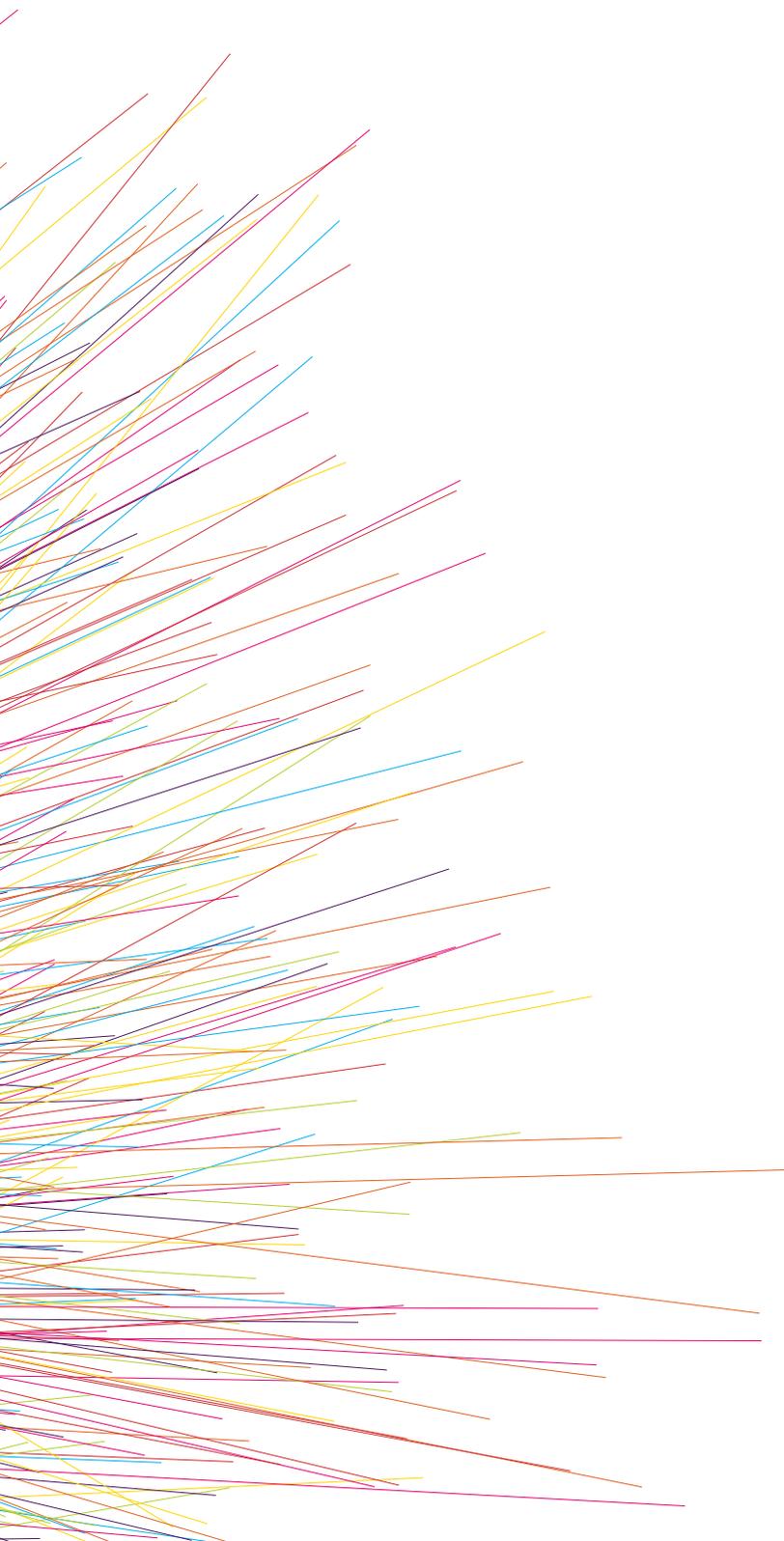
### **VISIBLE MINORITY**

Term used to describe non-dominant groups who are not White. Although it is a legal term widely used in human rights legislation and various policies, currently the terms *racialized minority* or *people of colour* are preferred by people labelled by others to be ‘visible minorities’.

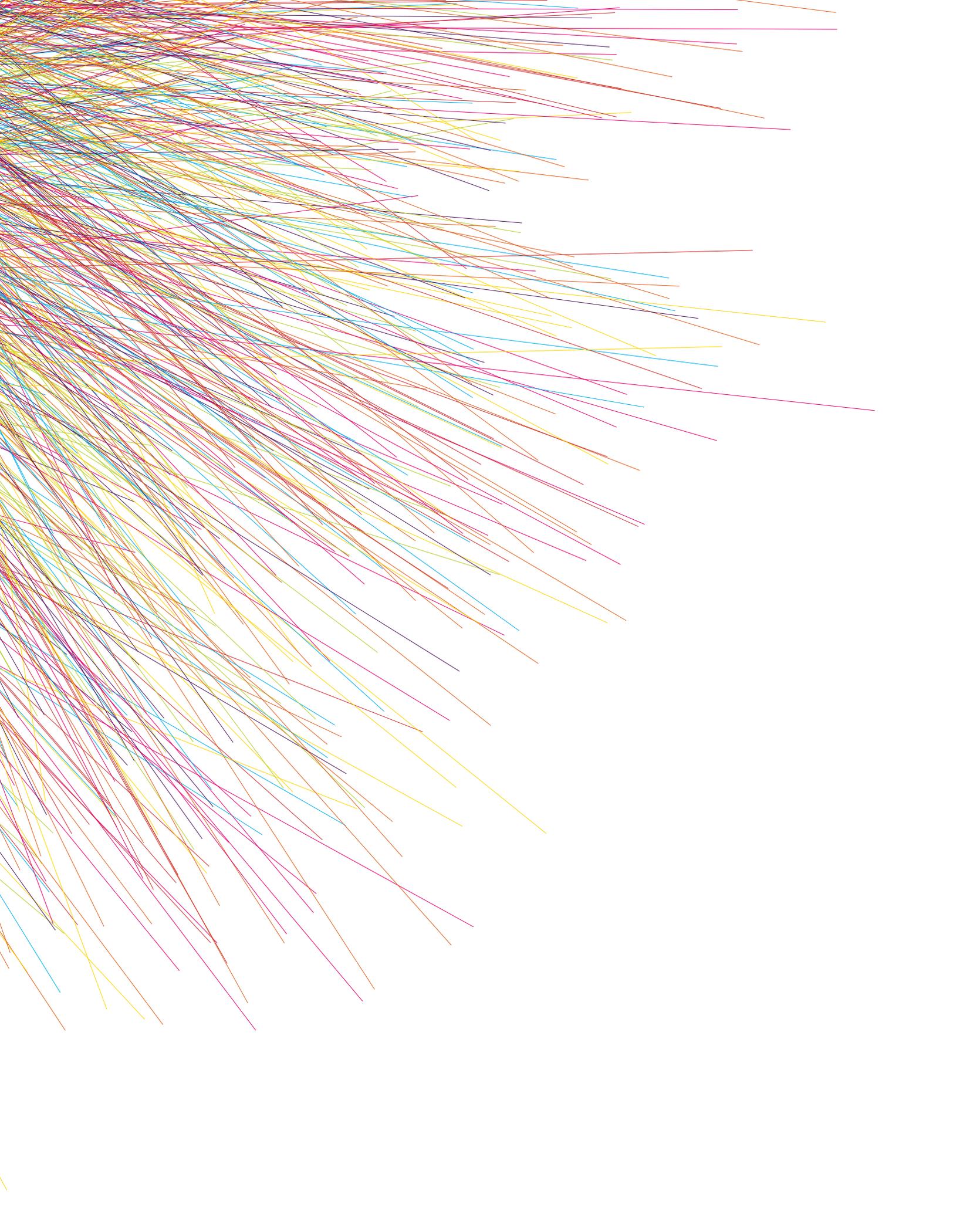
### **WANT TO KNOW MORE?**

The CRRF Glossary provides numerous definitions of terms related to racism and discrimination.

[www.crrf.ca/component/option,com\\_wrapper/Itemid,548/lang,english](http://www.crrf.ca/component/option,com_wrapper/Itemid,548/lang,english)



CCMARD  
**SECTION 11**  
ANNEXES



## ANNEX 1

# SOME IDEAS

### TO PREPARE YOUR SPEAKING NOTES FOR COUNCIL

#### 1.

The City/municipality has a duty as:

- guardian of the public interest;
- respecting and promoting human rights;
- providing residents with a safe and inclusive environment.

#### 2.

Joining CCMARD will give our municipality access to:

- Experiences from, and lessons learned by other municipalities in Canada and abroad;
- A forum to discuss our views, our strategies;
- Support from the Canadian Commission for UNESCO.

#### 3.

The initiative has gained the support of major partners: the Federation of Canadian Municipalities has encouraged its members to join; the Canadian Race Relations Foundation and the Canadian Association of Statutory Human Rights Agencies (CASHRA) have supported the initiative since its launch. Numerous other partners also support the Coalition. (To know more, please refer to Section 1 – Introduction.)

#### 4.

By joining CCMARD, the municipality will strengthen existing partnerships, and build new ones with local organizations, businesses and individuals concerned with racism and discrimination.

#### 5.

Joining CCMARD will not necessarily have an immediate budgetary impact... we can start by transforming the way we do things!

#### 6.

We are not starting from scratch... we are already doing many good things (*this of course implies that whoever speaks to Council/Councillors has conducted some sort of research*).

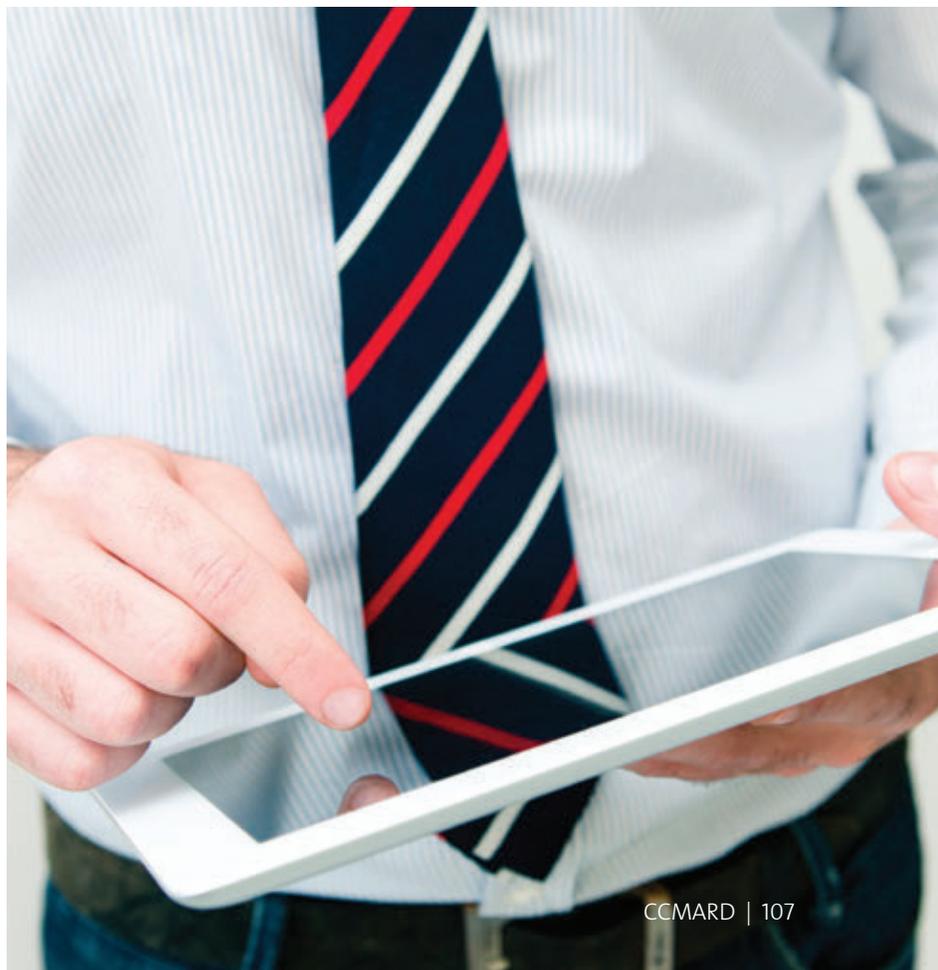
#### 7.

Show some stats...

- hate crimes
- unsafe environment
- Unemployment/underemployment rates for people with disabilities, Aboriginal Peoples, visible minorities, youth, women....
- Racial profiling
- Human Rights complaints
- Etc.

#### 8.

Ask the question: “How come this many municipalities have joined and we have not?”



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## ANNEX 2

# EXAMPLE

### OF A LETTER OF SUPPORT

- Do not hesitate to write a joint letter with other organisations in your communities!
- Be ready to present the idea before Council if need be!

March 3, 2010

RE: Motion B3, Thursday March 4, 2010.

Dear Worship Mayor Robertson and Esteemed Members of Council:

I am writing to you in support of motion B3 which is being presented to the City Services and Budget meeting on Thursday March 4, 2010. The motion deals with the City of Vancouver becoming a signatory to the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD).

The City of Vancouver has just participated in one of the most amazing events in our city's history; the 2010 Olympic and Paralympic Winter Games. Over the past few weeks, Vancouver has proven that it is a world class city to countless visitors and viewers. This would be the perfect time for Vancouver to solidify its status not only as a world class city, but also as one that has a high degree of social consideration. Vancouver is not only a city that showcases its strengths while the world is watching, but continuously promotes a healthy lifestyle through its urban planning and social policies.

During the Olympic and Paralympic period, like many local residents I experienced and enjoyed the sights and sounds of our city. However, a few moments that were tied together stuck in my mind like no other. On the final night, when Canada had won the Gold in hockey and Vancouver had completed a successful Olympic period, the residents and visitors of Vancouver were out in droves celebrating our successes. While walking along Granville Street, in the middle of all of the excitement I noticed a number of young people wearing and raising Canadian flags, while dancing and celebrating to the sounds of the Dhol drum from Punjab India. This site made me extremely proud to be a Canadian and Vancouverite. This is a city where one can be proud of one's individual heritage, while celebrating where we live. This is a city where diversity is celebrated, and racism and discrimination is rejected. There is no reason for us to hesitate making this an official part of our cities status.

The Coalition of Canadian Municipalities Against Racism and Discrimination is also a platform to share best practices and experiences with other municipalities in Canada and internationally. Vancouver will be able to share its experiences in creating a symbiotic relationship between cultures, races and ethnicities within our city. The impact of Vancouver joining the Coalition will reach farther than the borders of our city itself.

Finally, there are a number of groups and organizations in the city of Vancouver that would be more than willing to assist with the steps that Vancouver would have to take upon becoming a signatory to the Coalition. Personally, I am a volunteer member of the Youth Advisory Group of the Canadian Commission for UNESCO, the Vancouver representative for YOUCAN (a for youth by youth conflict resolution and peace building organization), and coordinator with Equitas and the Britannia Community Centre for the Play it Fair! program (a toolkit designed to help children from the ages of 6-12 years old understand the basics of human rights). If I alone am a member and participant of these organizations, I can only imagine how many others in this city are like me. We are all eager and willing to assist Vancouver during and after this process. Together, we can ensure that we are a municipality that is openly against racism and discrimination in all of its forms.

By becoming a signatory municipality to CMARD, Vancouver will empower itself, its citizens and its partners. We will reinforce the diversity of this city, aid those who feel marginalized, and strengthen the entire population. It is for these reasons, and many more that I urge all of you to support motion B3 on Thursday March 4, 2010 and encourage our wonderful city to become a signatory to the Coalition of Canadian Municipalities Against Racism and Discrimination.

Thank you very much

A handwritten signature in cursive script, reading "A. Osachoff".

Angie Osachoff

## ANNEX 3

# EXAMPLES OF RESOLUTIONS

### ADOPTED BY COUNCIL

**Excerpts from:**

City of Vancouver, BC

Regular Council Meeting Minutes

Tuesday, March 23, 2010

<http://vancouver.ca/ctyclerk/cclerk/20100323/documents/regu20100323min.pdf>

(...)

**9. Membership in the Canadian Coalition of Municipalities Against Racism and Discrimination**

MOVED by Councillor Woodsworth

SECONDED by Councillor Jang

WHEREAS

1. The Multicultural Advisory Committee commends the City of Vancouver's continuous efforts in fighting racism and discrimination; and
2. To strengthen these efforts, the Multicultural Advisory Committee unequivocally recommends that the City of Vancouver endorse the UNESCO initiative of Canadian Coalition of Municipalities Against Racism and Discrimination and the ten point program; and
3. In recognition of the work undertaken by the City of Vancouver to support multiculturalism and diversity over the years, the Committee believes that joining the UNESCO Coalition of Municipalities Against Racism and Discrimination can further solidify and strengthen the existing work of the City in this area. With Vancouver being one of the most diverse cities in BC and Canada; and
4. Being a member of the Coalition will be an asset to the City of Vancouver and the Multicultural Advisory Committee, as many resources from the Coalition and its members can be shared and leveraged to enhance the City's work. These include building stronger networks among cities, learning about existing best practices, policy and program frameworks currently employed by municipal, provincial, national and international jurisdictions; and
5. The Multicultural Advisory Committee unanimously recommends that Council become a member of the Canadian Coalition of Municipalities Against Racism and Discrimination.

THEREFORE BE IT RESOLVED

THAT the City of Vancouver become a member of the Canadian Coalition of Municipalities Against Racism and Discrimination.

CARRIED UNANIMOUSLY

(...)

**Excerpts from:**

Town of Aurora, ON

General Committee Meeting Minutes, no. 10-13

Tuesday, June 15, 2010

[www.town.aurora.on.ca/app/wa/mediaEntry?mediaEntryId=57382](http://www.town.aurora.on.ca/app/wa/mediaEntry?mediaEntryId=57382)

(...)

**General Committee recommends:**

THAT the following recommendations respecting the matters listed as "Items Not Requiring Separate Discussion" be adopted as submitted to the General Committee and staff be authorized to take all necessary action required to give effect to same:

**1. CAO10-009 – Canadian Coalition of Municipalities Against Racism and Discrimination**

THAT Council receive report CAO10-009 for information; and

THAT the Town of Aurora join the Canadian Coalition of Municipalities Against Racism and Discrimination; and

THAT Council endorse the attached Declaration from the Canadian Commission for UNESCO on the Canadian Coalition of Municipalities Against Racism and Discrimination.

(...)

**– CARRIED –**

## ANNEX 4

**TEXT OF THE DECLARATION****TO JOIN THE CANADIAN COALITION OF MUNICIPALITIES  
AGAINST RACISM AND DISCRIMINATION****Declaration to Join the Canadian Coalition of Municipalities Against  
Racism and Discrimination****GIVEN THAT:**

The Canadian Commission for UNESCO (United Nations Educational, Scientific and Cultural Organization) is calling on municipalities to join a Canadian Coalition of Municipalities Against Racism and Discrimination and be part of UNESCO's international coalition launched in 2004; and the Federation of Canadian Municipalities endorses the Call for a Canadian Coalition of Municipalities Against Racism and Discrimination and encourages its members to join; and

**WHEREAS:**

Municipal governments in Canada, along with other levels of government, have responsibilities under Canada's Charter of Rights and Freedoms as well as federal, provincial and territorial human rights codes, and therefore have an important role to play in combating racism and discrimination and fostering equality and respect for all citizens;

**BE IT RESOLVED THAT:**

The Municipality of \_\_\_\_\_ agrees to join the Coalition of Canadian Municipalities Against Racism and Discrimination and, in joining the Coalition, endorses the Common Commitments and agrees to develop or adapt its own unique Plan of Action accordingly. These Common Commitments and the Municipality's unique Plan of Action will be an integral part of the Municipality's vision, strategies and policies.

In developing or adapting and implementing its own unique Plan of Action toward progressive realization of the Common Commitments, the Municipality will cooperate with other organizations and jurisdictions, including other levels of government, Aboriginal peoples, public and private sector institutions, and civil society organizations, all of whom have responsibilities in the area of human rights.

The Municipality will set its priorities, actions and timelines and allocate resources according to its unique circumstances, and within its means and jurisdiction. The Municipality will exchange its expertise and share best practices with other municipalities involved in the Coalition and will report publicly on an annual basis on actions undertaken toward the realization of these Common Commitments.

\_\_\_\_\_

Date

\_\_\_\_\_

Place

\_\_\_\_\_

Signature

ANNEX 5

**EXAMPLE OF LETTER**

INFORMING THE CANADIAN COMMISSION FOR UNESCO OF A DECISION TO JOIN CCMARD



FEB - 8 2010

Office of the Mayor

Thursday, February 4, 2010

Mr. David A. Walden  
Secretary-General  
Canadian Commission for UNESCO  
350 Albert Street  
P.O. Box 1047  
Ottawa, ON K1P 5V8

Dear Mr. Walden,

The City of Kingston is proud to have joined the Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD). Please find a copy of the resolution, approved by Kingston City Council during the December 1, 2009 meeting, enclosed with this letter.

Our city prides itself on continuing to build a community that is welcoming, inclusive and free of discrimination. Kingston is *Canada's First Capital* and our city aims to mirror the cultural mosaic practices that are projected across our great country.

Yours truly,

Harvey Rosen,  
Mayor

HR/gc



The Corporation of the City of Kingston  
216 Ontario Street, Kingston, Ontario K7L 2Z3  
[www.cityofkingston.ca](http://www.cityofkingston.ca) ~ e-mail: [hrosen@cityofkingston.ca](mailto:hrosen@cityofkingston.ca)  
(613) 546-4291 ext. 1400 ~ fax (613) 546-5133

**Kingston:  
Canada's  
First Capital**

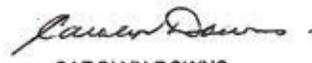


**I HEREBY CERTIFY THAT THE FOLLOWING IS A TRUE AND CORRECT COPY OF A RÉSOLUTION, BEING CLAUSE 2., REPORT NO. 4, APPROVED BY KINGSTON CITY COUNCIL AT ITS REGULAR MEETING HELD ON DECEMBER 1, 2009:**

2. **WHEREAS** the Canadian Commission of UNESCO (United Nations Educational, Scientific and Cultural Organization) is calling on municipalities to join a Canadian Coalition of Municipalities Against Racism and Discrimination and be part of UNESCO's international coalition launched in 2004; and,  
**WHEREAS** the Federation of Canadian Municipalities endorses the Call for a Canadian Coalition of Municipalities against Racism and Discrimination and encourages its members to join; and,  
**WHEREAS** municipal governments in Canada, along with other levels of government, have responsibilities under Canada's Charter of Rights and Freedoms as well as federal, provincial and territorial human rights codes, and therefore have an important role to play in combating racism and discrimination and fostering equality and respect for all citizens;  
**THEREFORE BE IT RESOLVED THAT** The Corporation of the City of Kingston agrees to join the Canadian Coalition of Municipalities Against Racism and Discrimination and, in joining the Coalition, endorses the Common Commitments (listed on Page 5 of Report No. AP-09-025) and agrees to develop or adapt its own unique Plan of Action accordingly;
- and further -
- THAT** these Common Commitments and Kingston's unique Plan of Action will be an integral part of the municipality's vision, strategies and policies;
- and further -
- THAT** in developing or adapting and implementing Kingston's own unique Plan of Action toward progressive realization of the Common Commitments, the municipality will cooperate with other organizations and jurisdictions, including other levels of government, Aboriginal people, public and private sector institutions, and civil society organizations, all of whom have responsibilities in the area of human rights;
- and further -
- THAT** Kingston will set its priorities, actions and timelines and allocate resources according to its unique circumstances, and within its means and jurisdiction. Kingston will exchange its expertise and share best practices with other municipalities involved in the Coalition and will report publicly on an annual basis on actions undertaken toward the realization of these Common Commitments.

**CARRIED**

DATED at Kingston, Ontario  
 this 27<sup>th</sup> day of January, 2010.

  
 CAROLYN DOWNS  
 City Clerk

City of Kingston, 216 Ontario Street, Kingston, Ontario, Canada K7L 2Z3  
 City Clerk's Department

Phone: (613) 546-4291 ext. 1247 Fax: (613) 546-5232 cdowns@cityofkingston.ca

## ANNEX 6

### EXAMPLE

## OF A MEDIA ADVISORY

A media advisory is used to communicate timely information to members of the media. Unlike press release, media advisories are not meant for public distribution. They are a sort of invitation for media representatives (journalists) to attend a specific event (ex. press conference, signing ceremony, etc.). For higher efficiency, it is recommended to send the media advisory a few days before the event and to send it again, as a reminder, the day before.

### MEDIA ADVISORY

(Title of the event)

What: Media representatives are invited to the signing ceremony of the City of (insert) to the Canadian Coalition of Municipalities against Racism and Discrimination.

When: (insert date)

Where: (insert location)

Who: (insert names of speakers, special guests, etc.)

Television news media wanting to do live newsfeed please RSVP to (insert contact)

For further information: Media enquiries – (insert contact)

### QUICK WINS

The United Nations Association in Canada (UNAC) launched in 2007 the guide “**Understanding and Engaging the Media for NGOs**”, a step-by-step guide to media relations that aims to underline the importance

and the advantages of public outreach and education through the media and act as a concise and user-friendly resource to support NGOs in their efforts. The information

it contains can also be useful to municipalities and their partners.

[www.unac.org/ready/en/resources/UN%20Media%20Guide.pdf](http://www.unac.org/ready/en/resources/UN%20Media%20Guide.pdf)

## ANNEX 7

### EXAMPLE

# OF MEDIA BACKGROUNDER

#### **Canadian municipalities unite to combat racism and discrimination**

The Canadian Coalition of Municipalities against Racism and Discrimination is part of the International Coalition of Cities against Racism, launched in March 2004 by UNESCO (United Nations Educational, Scientific and Cultural Organisation) as part of the Organisation's strategy to follow up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance (Durban, 2001).

The Canadian Commission for UNESCO and its partners are inviting Canadian municipalities to be part of this larger international coalition by joining the Canadian Coalition of Municipalities against Racism and Discrimination.

#### **By joining the Coalition, a municipality commits to:**

- Endorse 10 Common Commitments.
- Develop or adapt a Plan of Action against Racism and Discrimination.
- Make the 10 Common Commitments and the municipality's unique Plan of Action an integral part of the municipality's vision, strategies and policies.
- Cooperate with other organizations including governments, institutions and civil society.
- Set its priorities, actions and timelines to achieve its Plan.
- Allocate resources to achieve its Plan.
- Exchange expertise with others.
- Share best practices.
- Report publicly on actions undertaken in implementing the 10 Common Commitments and its Plan of Action against racism.

#### **Municipalities are urged to develop their own plan of action in keeping with ten Common Commitments addressing three areas of municipal responsibility:**

- *The municipality as a guardian of the public interest*
  1. Increase vigilance against systemic and individual racism and discrimination.
  2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.
  3. Inform and support individuals who experience racism and discrimination.
  4. Support policing services in their efforts to be exemplary institutions in combating racism and discrimination.
- *The municipality as an organization in the fulfillment of human rights*
  5. Provide equal opportunities as a municipal employer, service provider and contractor.
  6. Support measures to promote equity in the labour market.
  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*
  8. Involve citizens by giving them a voice in anti-racism initiatives and decision-making.
  9. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and in other forms of learning.
  10. Promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialised communities into the cultural fabric of the municipality.

For more information visit: [www.ccmard-ccmcrd.ca](http://www.ccmard-ccmcrd.ca)

## ANNEX 8

# SAMPLE NEWS RELEASE



CANADIAN COMMISSION FOR UNESCO  
COMMISSION CANADIENNE POUR L'UNESCO  
[www.unesco.ca](http://www.unesco.ca)

**City of Vancouver News Release**  
**October 5, 2010**

### **Vancouver joins Canadian Coalition of Municipalities Against Racism and Discrimination**

The City of Vancouver is joining a network of Canadian municipalities committed to taking action to combat racism and discrimination.

At a Council meeting today, Mayor Gregor Robertson signed a declaration and announced the City's decision to become a member of the Coalition of Canadian Municipalities Against Racism and Discrimination (CMARD) and to work with 39 other Canadian municipalities united to fight racism and discrimination.

Coalition signatories also undertake to share best practices in developing policies and programs related to issues such as housing, employment, and non-violence.

*"We are fortunate to live in a city as richly diverse and cosmopolitan as Vancouver," said Mayor Robertson. "Over the years, the City has implemented a number of anti-discrimination, diversity and inclusion initiatives to welcome people from all over the world."*

*"Our ability to recognize and celebrate our differences is part of what defines Vancouver, and makes us a model for cultural acceptance."*

By signing the declaration, the City of Vancouver commits to developing and implementing an action plan to be approved by City council, collaborating with diverse communities and other key stakeholders, and sharing best practices with other signatory municipalities.

*"We are proud that the City of Vancouver is now part of the Coalition. Considering the number of policies and programs the City already has in place, Vancouver will make a significant contribution to the work of the Coalition", stated David A. Walden, Secretary-General of the Canadian Commission for UNESCO.*

Mr. Walden added: *"By joining the Coalition, the City of Vancouver is reaffirming its strong commitment to the core values of respect, acceptance and appreciation of the rich diversity of the cultures found in the community, the multiple forms of expression, and the dignity of all peoples. The 40 Canadian signatory municipalities are examples that must be followed and emulated."*

... / 2

The initiative is supported by the Canadian Association of Statutory Human Rights Agencies, the Federation of Canadian Municipalities, the Canadian Race Relations Foundation, various provincial associations of municipalities, and the National Association of Friendship Centres. CMARD encourages partnerships with and inclusion of various local partners and interested stakeholders, including educators, police, Aboriginal populations, representatives from various ethnocultural communities, and youth.

The Canadian Coalition of Municipalities against Racism and Discrimination is part of the International Coalition of Cities against Racism, launched in March 2004 by UNESCO (United Nations Educational, Scientific and Cultural Organisation) in response to recommendations adopted at the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance (Durban, 2001).

To learn more about the content of the Declaration signed by the City of Vancouver as well as the ten commitments of the Coalition, please visit:

<http://www.unesco.ca/en/interdisciplinary/coalition/documents/CallCoalitionEng.pdf>

*The Canadian Commission for UNESCO operates under the aegis of the Canada Council for the Arts. Its role is to act as a forum for governments and civil society, and to mobilize the participation of Canadian organizations and committed individuals in UNESCO's mandated areas: education, natural and social sciences, culture and communication and information. The United Nations Educational, Scientific and Cultural Organization (UNESCO) is the only member of the United Nations System to have National Commissions performing this role in each of its Member States.*

- 30 -

**Media Contacts:**

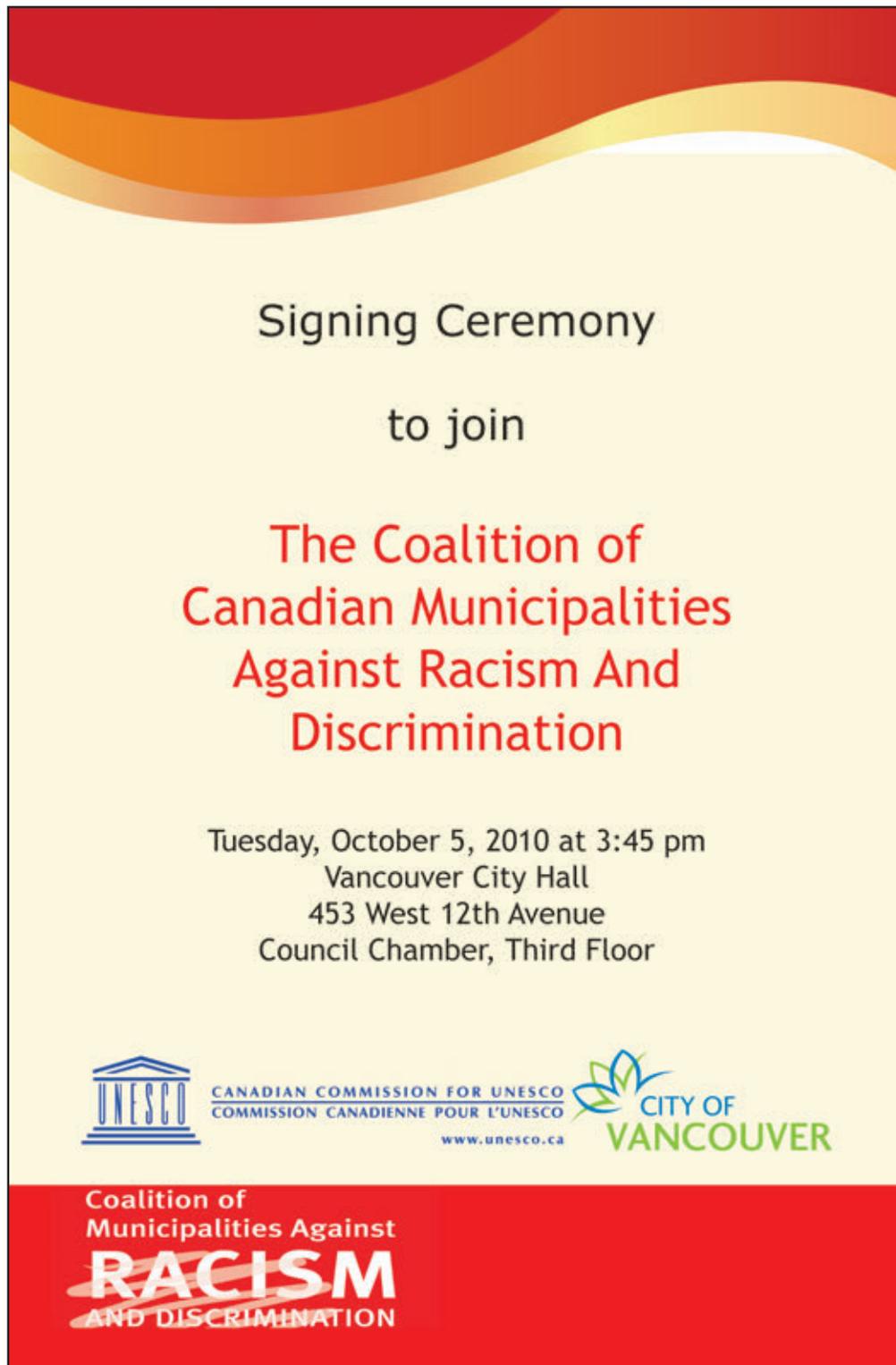
Cynthia Lacasse  
Programme Officer, Social and Human Sciences  
Canadian Commission for UNESCO  
Office: 613-566-4414 or 1-800-263-5588 ext. 4550  
Cell: 613-240-1216

**City of Vancouver**  
Corporate Communications  
604.871.6336  
[media@vancouver.ca](mailto:media@vancouver.ca)

ANNEX 9

**EXAMPLE OF INVITATION**

TO AN OFFICIAL CCMARD SIGNING CEREMONY AND PROGRAM



Signing Ceremony  
to join

**The Coalition of  
Canadian Municipalities  
Against Racism And  
Discrimination**

Tuesday, October 5, 2010 at 3:45 pm  
Vancouver City Hall  
453 West 12th Avenue  
Council Chamber, Third Floor

 **CANADIAN COMMISSION FOR UNESCO**  
**COMMISSION CANADIENNE POUR L'UNESCO**  
[www.unesco.ca](http://www.unesco.ca)

 **CITY OF  
VANCOUVER**

Coalition of  
Municipalities Against  
**RACISM**  
AND DISCRIMINATION

## Program

Welcome & Introduction	Councillor Ellen Woodsworth
Remarks	Cynthia Lacasse Canadian Commission for UNESCO
Formal Signing & Remarks	Mayor Gregor Robertson

Council Recess  
Reception  
Program continues ~ Foyer, 3rd floor

Welcome & Introductions	Councillor Kerry Jang Master of Ceremonies
City of Vancouver Anti-Racism & Diversity Initiatives	Dr. Penny Ballem, City Manager
Remarks	Indira Prahst, Vice Chair Multicultural Advisory Committee
Thanks & Closing	Councillor Kerry Jang

Coalition of  
Municipalities Against  
**RACISM**  
AND DISCRIMINATION

Mayor Gregor Robertson and Vancouver City Council  
are pleased to invite you

to the signing of  
the declaration of City of Vancouver to join

## The Canadian Coalition of Municipalities Against Racism And Discrimination

Tuesday, October 5, 2010 at 3:45 pm  
Vancouver City Hall, 453 West 12th Avenue  
Council Chamber, Third Floor

A reception to follow.

RSVP: [rsvp@vancouver.ca](mailto:rsvp@vancouver.ca)



## ANNEX 10

**EXAMPLE OF INVITATION**

TO COMMUNITY FOR A CCMARD WORKSHOP

**The City of Winnipeg's  
Citizen Equity Committee**

invites you to attend the

**Coalition of  
Municipalities Against  
Racism & Discrimination (CMARD)**

# Workshop

**Thursday, December 10, 2009**  
8:30 am - 4:00 pm  
Clarion Hotel - 1445 Portage Avenue (Polo Park)  
Manitoba Room

**Opening Remarks from His Worship Mayor Sam Katz**

**Keynote Speaker: Dr. Ayman Yassini, Executive Director,  
Canadian Race Relations Foundation (CRRF)**

**The three objectives of the Workshop are:**

- ▶ To draft the Winnipeg Anti-Racism, Discrimination and Hate Crime Strategy
- ▶ To develop a CMARD Action Plan for Winnipeg
- ▶ To approve the wording of the Winnipeg Declaration on Racism, Discrimination and Hate Crime

RSVP by November 30th, 2009 to:  
Kwabena Osei-Bonsu, Coordinator  
Ph: 986-4167      Email: [kosei-bonsu@winnipeg.ca](mailto:kosei-bonsu@winnipeg.ca)




# ANNEX 11

## ORGANIZATIONAL READINESS

### ASSESSMENT

Excerpts from  
City of Ottawa  
Organizational Readiness Assessment (2011)

#### Coalition of Municipalities against Racism and Discrimination Ten Point Action Plan

Source: City of Ottawa Website  
[http://ottawa.ca/calendar/ottawa/citycouncil/occ/2011/04-13/fedco/11%20-%20ACS2011-COS-HR-0003\\_CMARD\\_FINAL%20-%20eng.htm](http://ottawa.ca/calendar/ottawa/citycouncil/occ/2011/04-13/fedco/11%20-%20ACS2011-COS-HR-0003_CMARD_FINAL%20-%20eng.htm)

CMARD'S Ten Point Action Plan	What the City of Ottawa is already doing ...
<p><b>1.</b> Increase vigilance against systemic and individual racism and discrimination</p>	<ul style="list-style-type: none"> <li>• In November 2002, City Council approved the Equity and Diversity Policy to demonstrate its commitment to ensure its workforce is qualified and reflective of the community it serves. It also ensures all clients equal access to facilities, products, services, grants and employment opportunities without discrimination.</li> <li>• The Diversity and Employment Equity Branch (D&amp;EE) has in place an Employment Equity Plan for Transit Services (mandatory under the Employment Equity Act) and a plan for the remainder of City of Ottawa employees. The plan focuses on key areas such as recruitment and staffing including outreach, training and development, organizational support and management accountability.</li> <li>• The D&amp;EE Branch works closely with the Equity and Diversity Advisory Committee (EDAC) whose mandate is to work towards the elimination of discrimination within the City of Ottawa.</li> <li>• Raise awareness of racial discrimination and promote an atmosphere of inclusion organizing and joining commemorative events such as Multiculturalism Day, the World Day for Cultural Diversity for Dialogue and Development, preparing special Proclamations (...)</li> </ul>
<p><b>2.</b> Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination</p>	<ul style="list-style-type: none"> <li>• Equity and Inclusion Lens: developed in 2009 with active community participation involving more than 120 community representatives, groups and social service agencies</li> <li>• Community Development Framework (CDF) works with priority neighbourhoods to identify needs, issues, and assets and works with all in the community to address concerns and build on assets. Within these neighbourhoods, there are significant number of newcomers, visible minorities and various cultural groups who all have a voice and are encouraged to participate at the table.</li> <li>• The D&amp;EE Branch works closely with the Equity and Diversity Advisory Committee (EDAC) whose mandate is to work towards the elimination of discrimination within the City of Ottawa (...)</li> </ul>
<p><b>3.</b> Inform and support individuals who experience racism and discrimination</p>	<ul style="list-style-type: none"> <li>• D&amp;EE branch offers conflict mediation sessions, facilitates discussions, promotes a respectful work environment through education, communication</li> <li>• Employee Assistance Program (EAP) offers support systems and services: counselling, assessment and referral, 24 hour emergency service, critical incident stress debriefing, management/union consultation, facilitated discussion, and workforce adjustment/reorganization</li> <li>• Formal Process to monitor, track and address specific complaints and feedback about the accessibility of City Services.</li> <li>• Participate in Connecting on Disability and Abuse group run by Crime Prevention Ottawa</li> </ul>
<p><b>4.</b> Support policing services in their efforts to be exemplary institutions in combating racism and discrimination</p>	<ul style="list-style-type: none"> <li>• Initiatives by the Ottawa Police Service regarding recruitment of a diverse workforce including the Outreach Recruitment Program and student employment programs.</li> <li>• Policy, training and community consultations on racial profiling.</li> <li>• Partnerships with Crime Prevention Ottawa in working with diverse neighbourhoods and special events like Crime Prevention Week and a Community Safety Toolkit.</li> <li>• Police active participation in the development of the Equity and Inclusion lens. (...)</li> </ul>

The complete Organizational Readiness Assessment is available online at:

[http://ottawa.ca/calendar/ottawa/citycouncil/occ/2011/04-13/fedco/11%20-%20ACS2011-COS-HR-0003\\_CMARD\\_FINAL%20-%20eng.htm](http://ottawa.ca/calendar/ottawa/citycouncil/occ/2011/04-13/fedco/11%20-%20ACS2011-COS-HR-0003_CMARD_FINAL%20-%20eng.htm)

## ANNEX 12

# A CULTURAL COMPETENCE

### SELF-EVALUATION FORM (CCSE)

Please Select Your Client's Ethnocultural Group: \_\_\_\_\_  
 (Then rate yourself on the following items of this scale to determine your "competence")

VERY TRUE  
OF ME  
**4**

TRUE  
OF ME  
**3**

SOMEWHAT  
TRUE OF ME  
**2**

NOT TRUE  
OF ME  
**1**

UNSURE  
ABOUT ME  
**U**

1. \_\_\_\_\_ Knowledge of group's history
2. \_\_\_\_\_ Knowledge of group's family structures, gender roles, dynamics
3. \_\_\_\_\_ Knowledge of group's response to illness (i.e., awareness, biases)
4. \_\_\_\_\_ Knowledge of help-seeking behavior patterns of group
5. \_\_\_\_\_ Ability to evaluate your view and group view of illness
6. \_\_\_\_\_ Ability to feel empathy and understanding toward group
7. \_\_\_\_\_ Ability to develop a culturally responsive treatment program
8. \_\_\_\_\_ Ability to understand group's compliance with treatment
9. \_\_\_\_\_ Ability to develop culturally responsive prevention program for group
10. \_\_\_\_\_ Knowledge of group's "culture-specific" disorders/illnesses
11. \_\_\_\_\_ Knowledge of group's explanatory models of illness
12. \_\_\_\_\_ Knowledge of group's indigenous healing methods and traditions
13. \_\_\_\_\_ Knowledge of group's indigenous healers and their contact ease
14. \_\_\_\_\_ Knowledge of communication patterns and styles (e.g., non-verbal)
15. \_\_\_\_\_ Knowledge of group's language
16. \_\_\_\_\_ Knowledge of group's ethnic identification and acculturation situation
17. \_\_\_\_\_ Knowledge of how one's own health practices are rooted in culture
18. \_\_\_\_\_ Knowledge of impact of group's religious beliefs on health and illness
19. \_\_\_\_\_ Desire to learn group's culture
20. \_\_\_\_\_ Desire to travel to group's national location, neighborhood

TOTAL SCORE: \_\_\_\_\_

80-65 = Competent; 65-40 = Near Competent; 40 Below = Incompetent

TOTAL # of U's: \_\_\_\_\_

(If this number is above 8, more self-reflection is need)

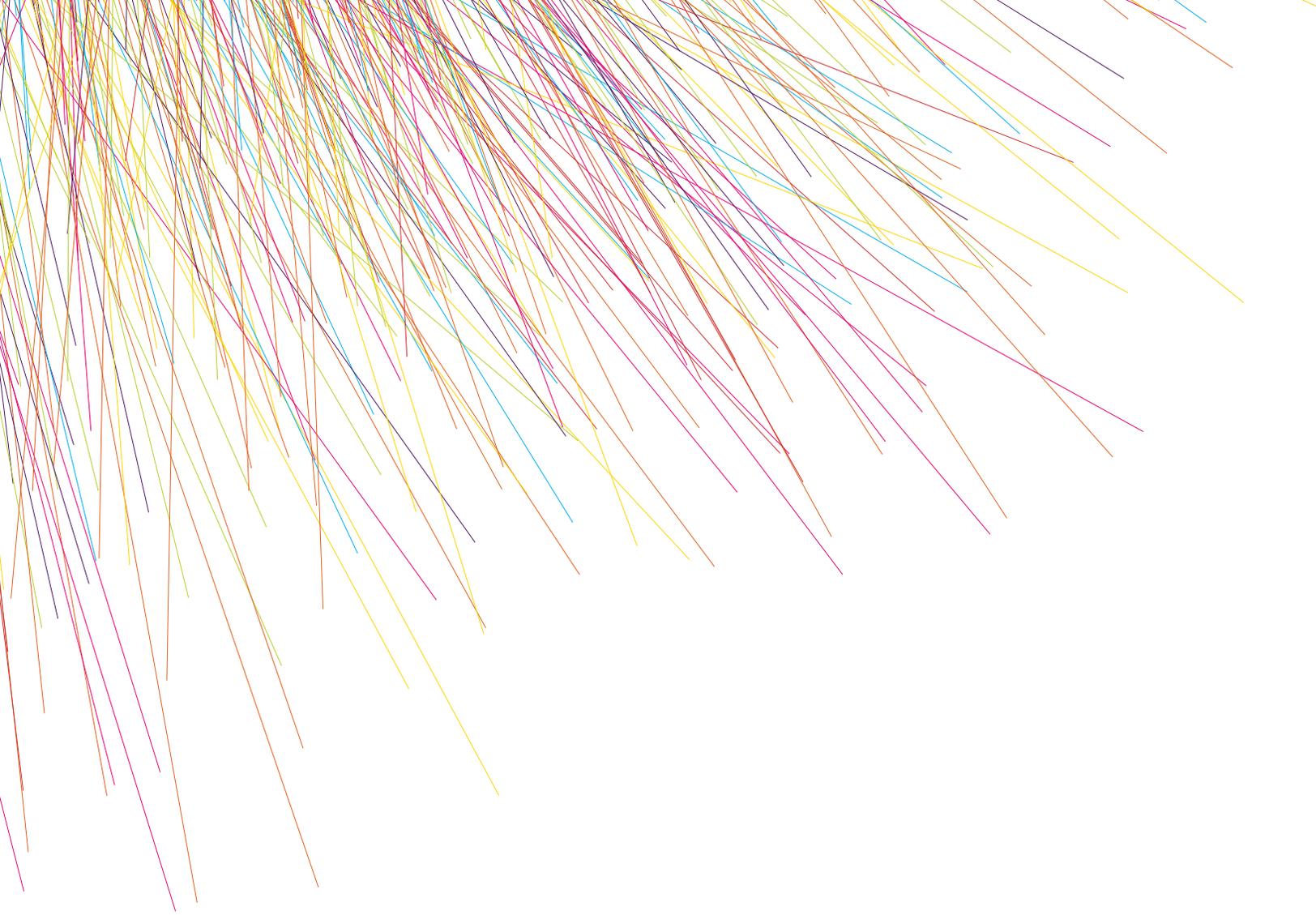
Your Age: \_\_\_\_\_ Your Gender: \_\_\_\_\_ Your Religion: \_\_\_\_\_ Your Ethnicity: \_\_\_\_\_

Use with acknowledgement and citation. Based on Marsella, Kaplan, & Suarez, 2000; Yamada, Marsella, & Yamada, 1998; Yamada, Marsella, & Atuel, 2002; Hanson, Pepitone, Green (2000), and scores of others. : Contact: marsella@hawaii.edu





CCMARD  
**SECTION 12**  
RESOURCES



## LIST OF SELECTED RESOURCES

### I. TOOLKITS AND GUIDES

#### *A Toolkit of Ideas – For Attracting and Retaining Immigrants in Atlantic Canadian Municipalities*

##### **Atlantic Immigration Conference Report | 2005**

[www.halifax.ca/council/mayor/documents/1.AtlanticImmigrationConferenceReport.pdf](http://www.halifax.ca/council/mayor/documents/1.AtlanticImmigrationConferenceReport.pdf)

This document presents ideas and suggestions on how to make Atlantic communities more attractive and welcoming to newcomers.

#### *All Different, All Unique: Young people and UNESCO Universal Declaration on Cultural Diversity*

##### **UNESCO and Oxfam International Youth Parliament**

<http://unesdoc.unesco.org/images/0013/001345/134556e.pdf>

This resource contains a ‘youth-friendly’ version of the Declaration and presents, for each article of the Declaration, a variety of ideas for discussion and action.

#### *Anti-Racism and Discrimination for Municipalities*

##### **Ontario Human Rights Commission | 2010**

[www.ohrc.on.ca/en/resources/Guides/cmard/view](http://www.ohrc.on.ca/en/resources/Guides/cmard/view)

This document is a “how-to” guide. It gives municipalities directions on how they can start or improve anti-racism and anti-discrimination initiatives. This manual focuses on small and medium-size municipalities but any municipality, large or small, should find it useful.

#### *Attracting and Retaining Immigrants: A Tool Box of Ideas for Smaller Centres (2<sup>nd</sup> Edition)*

##### **Working Group on Small Centres Strategies | 2007**

[http://integration-net.ca/english/ini/wci-idca/tbo/EN\\_Toolbox.pdf](http://integration-net.ca/english/ini/wci-idca/tbo/EN_Toolbox.pdf)

The Tool Box is a practical tool for smaller centres to use as they build a strategy to address the issues surrounding the attraction and retention of immigrants. Numerous topics are covered in the Tool Box, including employment and housing, attracting people whether immigrants or others, and the many attributes of a welcoming community and how to develop organizations.

#### *Booklet: Making Space for Everyone – Accessible, Inclusive, and Safe Communities*

##### **Social Planning and Research Council of BC (SPARC BC) | 2005**

[www.sparc.bc.ca/component/rubberdoc/doc/14-makingspaceforeveryonebookletweb.pdf](http://www.sparc.bc.ca/component/rubberdoc/doc/14-makingspaceforeveryonebookletweb.pdf)

The booklet focuses on issues of concern to people with mobility, sensory, and cognitive impairments. It contains a set of guidelines and best practices for design, policy, and education.

#### *Building Bridges Together: A Resource Guide for Intercultural Work Between Aboriginal and Non-Aboriginal Peoples*

##### **Social Planning and Research Council of BC (SPARC BC) | 2008**

[www.sparc.bc.ca/resources-and-publications/category/27-sprout-resources-for-social-change](http://www.sparc.bc.ca/resources-and-publications/category/27-sprout-resources-for-social-change)

The Guide is a compilation of resources that can inform local initiatives as they engage in dialogue and action-planning processes between Aboriginal and non-Aboriginal peoples.

#### *Common Ground: An Aboriginal Relationship Agreement Framework. Facilitator’s Toolkit*

##### **Alberta Native Friendship Centres Association | 2010**

[www.anfca.com/docs/programs/COMMON%20GROUND%20TOOLKIT%20FINAL%20SMALL.pdf](http://www.anfca.com/docs/programs/COMMON%20GROUND%20TOOLKIT%20FINAL%20SMALL.pdf)

The Toolkit outlines a process for communities to use that enables relationship building and provides a way for Aboriginal and non-Aboriginal people, organizations and businesses, to interact respectfully to address issues of common concern.

***Community Leadership: A Guide for Leadership Development of Ethnocultural Members.***

**Hieu Van Ngo  
(Prepared for: Coalition for Equal Access to Education) | 2009**

[www.eslaction.com/main/Leadership%20Curriculum.pdf](http://www.eslaction.com/main/Leadership%20Curriculum.pdf)

This resource offers a curriculum to support ethnocultural members to step up, to influence, to contribute, and to initiate positive changes in their communities. It discusses the importance of connecting positive role models of diverse cultural and socioeconomic backgrounds and the development of practical skills in the areas of community organization and mobilization, organizational management and project management.

***Count me In! Collecting Human Rights-Based Data***

**Ontario Human Rights Commission | 2009**

[www.ohrc.on.ca/en/resources/Guides/countmein](http://www.ohrc.on.ca/en/resources/Guides/countmein)

This guide is intended to be a practical resource for human rights professionals, human rights and equity advisors, managers and supervisors, unions, and any other people or groups considering a data collection project, or seeking support to do so. This guide may be particularly helpful to readers with little or no knowledge of data collection.

***Creative Tools: Civic Engagement of Children & Youth***

**International Institute for Child Rights and Development (IICRD) | 2005**

[www.iicrd.org/resources/tools\\_and\\_training\\_manuals/creative\\_tools](http://www.iicrd.org/resources/tools_and_training_manuals/creative_tools)

Developed in the context of the Growing Up in Cities Canada project, the tools aim to help municipalities increase the social inclusion of young people, especially those at risk, and seek to improve the effectiveness and sustainability of city planning. Designed to be youth-friendly, the tools form a basis for developing concrete action plans that involve children and youth in civic decision-making in partnership with local adults, community planners, and municipal government representatives.

***Cultural Competence: A Guide to Organizational Change***

**Hieu Van Ngo (Prepared for the Department of Canadian Heritage, Western Region) | 2008**

[www.calgary.ca/CSPS/CNS/Documents/fcss/cultural\\_competence\\_guide.pdf](http://www.calgary.ca/CSPS/CNS/Documents/fcss/cultural_competence_guide.pdf)

This resource aims to accompany organizations in their efforts to promote cultural diversity and competence. It is divided in four parts. Part I examines the demographic, social, political, economic and legislative realities that are relevant to cultural diversity in Canada. Part II provides foundational knowledge about culture and cultural competence. Part III offers a series of practical tools to help organizations integrate cultural diversity and competence into all aspects of their governance, management and administration, and service delivery. Part IV suggests a guideline for cultural competence based funding assessment. Human service personnel and funding representatives will find the guidelines useful for writing proposals or assessing funding applications.

***Diversity in Governance: A Toolkit for Nonprofit Boards***

**DiverseCity: The Greater Toronto Leadership Project | 2011**

<http://diversecitytoronto.ca/research-and-tools/other-resources/diversity-toolkit/>

The five sections of the Toolkit suggest steps for increasing diversity on your organization's governing body.

***Diversity Perspectives: A Manual for Leading Dialogue on Leadership on Diversity and Leadership***

**DiverseCity: The Greater Toronto Leadership Project | 2011**

<http://diversecitytoronto.ca/wp-content/uploads/DiverseCity-Perspectives-Manual-for-Leading-Dialogues-Feb-2011.pdf>

The guide is designed for those who want to lead a group dialogue on the topic of diversity at leadership levels. It is broken into four sections: Defining Dialogue; How to lead a dialogue circle; Resources on the topics of dialogue and diversity; and Information forms to help keep track of participation in the DiverseCity Perspectives project.

**Engaging Youth within Our Communities**

**Josée Latendresse, with the collaboration of Natasha Blanchet-Cohen (Prepared for the J.W. McConnell Family Foundation) | 2010**

[www.mcconnellfoundation.ca/assets/Media%20Library/Reports/guide\\_jeune\\_ang\\_WEB.pdf](http://www.mcconnellfoundation.ca/assets/Media%20Library/Reports/guide_jeune_ang_WEB.pdf)

This guide is intended for community and organizational actors who would like to integrate young people ages 12 to 25 within their communities, acknowledge young people as co-builders of society, encourage young people to express themselves, and support young people's leadership development.

**Equity and Inclusion Lens: A User's Guide**

**City of Ottawa & City for All Women Initiative | 2010**

[http://ottawa.ca/doc\\_repository/guides/equity\\_inclusion\\_en.pdf](http://ottawa.ca/doc_repository/guides/equity_inclusion_en.pdf)

The User's Guide is part of a toolkit that includes 11 Diversity Snapshots and other materials to assist people when applying an Equity and Inclusion Lens. It helps staff and management view their planning and program development and delivery activities to ensure they are inclusive of the full diversity of men and women. The 11 Diversity Snapshots are: Aboriginal peoples; Francophones; GLBT (gay, lesbian, bisexual, trans); Immigrants; People living in poverty; People living with disabilities; Rural residents; Seniors; Visible minorities; Women; Youth. They are available at [www.cawivtf.org/publications](http://www.cawivtf.org/publications)

**Framework for Documenting Equality Rights**

**Canadian Human Rights Commission | 2010**

[www.chrc-ccdp.ca/pdf/framework\\_equality.pdf](http://www.chrc-ccdp.ca/pdf/framework_equality.pdf)

The tool provides federal, provincial, territorial and municipal governments, community and non-governmental organizations, academics and think tanks with a conceptual framework to look at a multitude of measures from a human rights perspective.

**Human Rights Maturity Model**

**Canadian Human Rights Commission | 2011**

[www.chrc-ccdp.ca/hrmm\\_mmdp/default-eng.aspx](http://www.chrc-ccdp.ca/hrmm_mmdp/default-eng.aspx)

The Model is designed to help employers create a self-sustaining human rights culture in the workplace. It builds on five key elements and leads employers through a step-by-step process to integrate human rights into all aspects of an organization. The website offers links to various other tools related to fighting racism, employment equity and diversity.

**Migrants' Inclusion in Cities: Innovative urban policies and practices**

**UNESCO / UN-HABITAT**

[www.unesco.org/new/en/social-and-human-sciences/themes/social-transformations/urban-development/migrants-inclusion-in-cities/](http://www.unesco.org/new/en/social-and-human-sciences/themes/social-transformations/urban-development/migrants-inclusion-in-cities/)

The project "Migrants' Inclusion in Cities: Innovative urban policies and practices" provides local decision-makers with guidelines and examples of good practices to improve the inclusion of international migrants in the city. The website offers examples of good urban practices that reflect 10 aspects of inclusion: spatial; political; civic; social; cultural; economic; housing; education; gender; public health.

**In the zone: Housing, human rights and municipal planning**

**Ontario Human Rights Commission | 2012**

[www.ohrc.on.ca](http://www.ohrc.on.ca)

The guide offers an overview of the human rights responsibilities in housing. It offers information about the various legislated tools municipalities have and shows examples of how municipal planners, councillors, Housing Service Managers, District Social Service Boards and others can use "best practices" to overcome discriminatory neighbourhood opposition and promote housing that is free of discrimination.

**Inclusive Community Organizations: A Toolkit**

**Ontario Healthy Communities Coalition | 2004**

[www.ohcc-ccso.ca/en/inclusive-community-organizations-a-toolkit](http://www.ohcc-ccso.ca/en/inclusive-community-organizations-a-toolkit)

The Toolkit aims to support diversity and improve inclusion within small to mid-sized, volunteer-based, not-for-profit organizations. It provides resources for community organizations to develop a "critical lens" to reflect on their organization's current position and respond effectively to ensure that they reflect local demographics.

**An Integrated Approach to Gender-based Analysis**

**Status of Women Canada | 2007**

[www.swc-cfc.gc.ca/pol/gba-acs/guide/2007/gba-acs-eng.html](http://www.swc-cfc.gc.ca/pol/gba-acs/guide/2007/gba-acs-eng.html)

The approach aims to help integrating gender considerations into the policy, planning and decision-making processes. The website provides insight on how to make a GBA.

***Interfaith and Belonging: A Civic Education and Engagement Initiative***

**Canadian Race Relations Foundation**

[www.crr.ca/content/view/full/787/268/lang,english/](http://www.crr.ca/content/view/full/787/268/lang,english/)

The initiative promotes dialogue and civic engagement among and between faith-based communities. The program's objective is to enhance the civic participation and responsibility of different communities in Canada and to strengthen a sense of belonging in Canada.

***The Kit – A Manual by Youth to Combat Racism through Education***

**United Nations Association in Canada | 2002**

[www.unac.org/yfar/education\\_e.htm](http://www.unac.org/yfar/education_e.htm)

The Kit is a bilingual manual containing 61 pages of information, history, resources, and tools for anti-racism education. It has been created by youth for youth, but is also useful for educators, parents, community leaders, anti-racism activists, ethnocultural groups, and non-governmental organizations.

***Making Your Community More Child and Youth Friendly Toolkits***

**Society for Children and Youth of BC**

[www.scyofbc.org/resources](http://www.scyofbc.org/resources)

The Society for Children and Youth of BC offers different toolkits to help community groups address the question: "How child and youth friendly is my community?" The toolkits are broken into 17 different domains (ex. housing, neighbourhood spaces close to home, parks and open spaces, schools, transportation, workplaces, and the media) that affect the lives of young people. Work sheets are included to help community groups move from ideas to action.

***Many Worlds, One Community: A New Westminster Tool Kit for Inclusion***

**Pacific Immigrant Resources Society | 2004**

[www.sparc.bc.ca/resources-and-publications/doc/112-toolkit-working-towards-a-racism-free-community.pdf](http://www.sparc.bc.ca/resources-and-publications/doc/112-toolkit-working-towards-a-racism-free-community.pdf)

This Tool Kit aims at supporting community service agencies and organizations in their efforts to create an inclusive community. It was designed for the City of New Westminster (BC) but may inspire others!

***Multiculturalism in Communities: A Guide to Developing and Sustaining Dialogue***

**Simon Fraser University Vancouver | 2005**

[www.embracebc.ca/local/embracebc/pdf/dialogue\\_guide.pdf](http://www.embracebc.ca/local/embracebc/pdf/dialogue_guide.pdf)

The Guide is for leaders and organizations throughout B.C. who wish to use dialogue to examine and strengthen the multicultural framework of their community. It presents some tools and guidelines for convening communities of diverse interests: business, not-for-profit and civic sectors.

***Multimedia & Multiculturalism (M&M) Initiative***

**United Nations Association of Canada**

<http://mmunac.org/>

UNA-Canada's Multimedia & Multiculturalism (M&M) works directly with media agencies, post-secondary institutions and ethno-cultural communities to work towards strategic goals, open up dialogue and work towards creating media that is free from stereotypes, racism and other forms of discrimination.

***Pathways to Change: Facilitating the full civic engagement of diversity groups in Canadian society.***

**Merrill Cooper (for the Government of Alberta) | 2007**

<http://culture.alberta.ca/hremf/priorities/docs/PathwaysToChange.pdf>

Pathways to Change is a research-based model and tool to help equality-seeking organizations and communities in their work to reduce discrimination and racism, and to facilitate the full civic engagement of individuals in all aspects of society.

***Project Diversity***

**Social Planning and Research Council of BC (SPARC BC) | 2010**

[www.sparc.bc.ca/sprout-resources-for-social-change/298-project-diversity](http://www.sparc.bc.ca/sprout-resources-for-social-change/298-project-diversity)

The website offers a facilitator's handbook (with exercises and worksheets to support facilitation of a Project Diversity Workshop), presentations and notes for workshop facilitators, videos and links to materials to support workshop facilitators and participants interested in learning more about diversity and inclusion.

**Sport-in-a-Box****United Nations Association in Canada (UNA-Canada) | 2010**

[www.unac.org/sbox](http://www.unac.org/sbox)

Sport-in-a-Box was developed by UNA-Canada to encourage active, healthy living for life while bringing awareness of global issues to youth and their communities through sport. It involves many tools, resources and links to curriculums. Among them is the Step-by-Step Resource Guide, a self-explanatory guide to implementing the Sport-in-a-Box model that can be used by teachers, counselors, coaches, community development practitioners, youth leaders or anyone else who works with youth of 9-12 years.

**Tools for Action: A Resource Guide for Designing a Community Indicator Project****Social Planning and Research Council of BC (SPARC BC) | 2006**

[www.sparc.bc.ca/sprout-resources-for-social-change](http://www.sparc.bc.ca/sprout-resources-for-social-change)

The guide was developed to facilitate the achievement of three learning objectives: to acquire introductory knowledge of key concepts used to discuss indicators and indicator projects; to develop an awareness of resources for ongoing learning about indicators and indicator projects; and to gain understanding of one methodological approach to designing and implementing a community indicator project.

**Welcoming and Inclusive Communities Toolkit****Alberta Urban Municipalities Association | 2008**

[http://wic.auma.ca/WIC\\_Toolkit/](http://wic.auma.ca/WIC_Toolkit/)

This toolkit was designed to assist municipalities wishing to take action to reduce racism and other forms of discrimination and build welcoming and inclusive communities.

**Working Together : Our stories – Best Practices and Lessons Learned in Aboriginal Engagement****Parks Canada | 2011**

[www.parkscanada.gc.ca](http://www.parkscanada.gc.ca)

This collection of stories reflects Parks Canada's vision of working together with Aboriginal peoples to ensure a more holistic stewardship of our natural and historical heritage that includes the cultural values and the knowledge of Canada's First Nation, Métis and Inuit peoples.

**The Youth Effect – Toolkit for Decision Makers on Engaging Youth****Young Global Leaders' Youth Task Force and TakingITGlobal | 2011**

<http://youtheffect.org/>

The Youth Effect was created to inspire leaders of organizations across sectors to believe in the capability of youth and to develop the skills of established leaders in being able to engage and collaborate more effectively with youth.

**Youth Engagement in National Commissions for UNESCO Toolkit****UNESCO and the Canadian Commission for UNESCO | 2011**

[www.unesco.ca/en/commission/resources/documents/UNESCO-TOOLKIT-EN.pdf](http://www.unesco.ca/en/commission/resources/documents/UNESCO-TOOLKIT-EN.pdf)

Although specifically designed for UNESCO National Commissions, the Toolkit contains information that may be useful to municipalities and local organisations looking to further youth engagement in their work. This practical guide is the result of a joint effort by the National Commissions, which have provided examples, strategies and lessons learned on the engagement of youth in the activities of UNESCO.

## II. REPORTS AND STUDIES

**Aboriginal Edmonton: A Statistical Story – 2009****Dr. Chris Anderson (Prepared for the Aboriginal Relations Office, City of Edmonton) | 2009**

[www.edmonton.ca/city\\_government/documents/Stat\\_Story-Final-Jan26-10.pdf](http://www.edmonton.ca/city_government/documents/Stat_Story-Final-Jan26-10.pdf)

The report summarizes the information contained in the *Urban Aboriginal Population: A Statistical Profile of Aboriginal Peoples living in the City of Edmonton, 2006* which was initiated by the City's Aboriginal Relations Office to provide information about Edmonton's urban Aboriginal residents. The report can be used as a model for other municipalities interested in collecting and distributing statistical information about their Aboriginal population.

### ***Aboriginal Communities and Urban Sustainability***

**Katherine A.H. Graham and Evelyn Peters**  
**Canadian Policy Research Networks Inc. | 2002**  
[www.cprn.org/doc.cfm?doc=163&l=en](http://www.cprn.org/doc.cfm?doc=163&l=en)

The paper explores the relationship between Aboriginal individuals, Aboriginal Peoples and city life, as well as the policy implications of that relationship.

### ***Aboriginal Youth in Canada: Emerging Issues, Research Priorities, and Policy Implications – Workshop Report***

**Geneviève Kroes**  
**Policy Research Initiative | March 2008**  
[http://publications.gc.ca/collections/collection\\_2009/policyresearch/PH4-50-2009E.pdf](http://publications.gc.ca/collections/collection_2009/policyresearch/PH4-50-2009E.pdf)

The report discusses education, family and community well-being, and criminal justice as key issues for the medium-term policy research agenda. It presents recommendations for successful approaches to research and policy development through collaborative research practices and community or place-based policies.

### ***Best Practices Manual on Francophone Immigration in Canada***

**The Ministerial Conference on the Canadian Francophonie | 2009**  
[http://canada.metropolis.net/publications/francophon\\_manual\\_e.pdf](http://canada.metropolis.net/publications/francophon_manual_e.pdf)

The Manual presents action strategies and initiatives that promote Canadian accomplishments in the area of Francophone immigration.

### ***Building Inclusive Communities: Cross-Canada Perspectives and Strategies***

**Peter Clutterbuck & Marvyn Novick (Prepared for the Federation of Canadian Municipalities and the Laidlaw Foundation) | 2003**  
[www.ohcc-ccso.ca/en/webfm\\_send/228](http://www.ohcc-ccso.ca/en/webfm_send/228)

The document presents the outcomes of eleven “soundings” held in ten communities across Canada to elicit community perspectives on the social issues facing urban centres and the civic capacities required to respond to these issues.

### ***Calgary and Region Social Outlook 2010-2015***

**City of Calgary | 2011**  
<http://calgary.ca/CSPS/CNS/Pages/Publications-guides-and-directories/Social-outlooks/Social-Outlooks.aspx>

The Calgary and Region Social Outlook is an annual five-year forecast that examines the overall social landscape of Calgary. It provides a snapshot of the social state-of-the-city, its opportunities and challenges, and where it’s headed.

### ***Cities Fostering Active Inclusion Report***

**Eurocities: Cities for Active Inclusion | 2010**  
[www.eurocities.eu/Minisites/NLAO/index.php?option=com\\_content&view=article&id=165:new-report-cities-fostering-active-inclusion-&catid=6:generalnews&Itemid=22](http://www.eurocities.eu/Minisites/NLAO/index.php?option=com_content&view=article&id=165:new-report-cities-fostering-active-inclusion-&catid=6:generalnews&Itemid=22)

The report provides an analytical overview of trends, challenges and innovative practices on active inclusion at the local level in ten cities throughout the European Union.

### ***Community of Acceptance: Respect for Thunder Bay’s Diversity***

**Diversity Thunder Bay | 2002**  
[www.thunderbay.org/article/a-community-of-acceptance-respect-for-thunder-bays-diversity-175.asp](http://www.thunderbay.org/article/a-community-of-acceptance-respect-for-thunder-bays-diversity-175.asp)

This is a multi-method study about race relations in Thunder Bay. The purpose of the study was to investigate general awareness of race, racism and racialization in the community. The study also documented the experience of racism in order to understand the effects of race-based discrimination on the social cohesion of the community. Finally, the study is to be a source of information for Thunder Bay to strategically plan its activities and public education about race relations. It can be used as a model for similar studies in other municipalities.

### ***Communities in which Women Count: The Women’s Equality Report Card Project***

**Toronto Women’s City Alliance | 2010**  
[www.twca.ca/TWCA-publications/uploads/TWCA\\_June\\_2010a.pdf](http://www.twca.ca/TWCA-publications/uploads/TWCA_June_2010a.pdf)

The report summarizes findings from focus groups and interviews with over 100 Toronto women in the context of the Women’s Equality Report Card Project, grounded in concerns about how women’s lives are touched by the city.

***Current Realities and Emerging Issues Facing Youth in Canada***

**Policy Research Initiative**

**Sandra Franke, Human Resources and Skills Development Canada | 2010**

[www.horizons.gc.ca/2010-0017-eng.pdf](http://www.horizons.gc.ca/2010-0017-eng.pdf)

The report puts forward an analytical framework to inform the Canadian policy making process on new realities, issues and challenges facing youth in various spheres of life and at different stages of the passage to adulthood.

***Conversations for cross-cultural learning: strengthening cultural pluralism in Vancouver – Project Summary Report***

**Social Planning and Research Council of BC (SPARC BC) | 2010**

[www.sparc.bc.ca/resources-and-publications/doc/404-conversations-for-cross-cultural-learning-strengthening-cultural-pluralism-in-vancouver-2010.pdf](http://www.sparc.bc.ca/resources-and-publications/doc/404-conversations-for-cross-cultural-learning-strengthening-cultural-pluralism-in-vancouver-2010.pdf)

*Conversations for Cross-Cultural Learning* was a series of five community-based dialogues hosted by some of Vancouver's diverse cultural communities. The project aimed to demonstrate actions that foster participation by diverse residents in the multi cultural life of Vancouver.

***The Development of Indicators for Measuring Racism and Evaluating Local Anti-Discrimination Policies***

**European Training and Research Centre for Human Rights and Democracy (Prepared for UNESCO) | 2010**

[www.etc-graz.at/typo3/fileadmin/user\\_upload/ETC-Hauptseite/publikationen/Occasional\\_papers/ECCARADIXChallenges\\_local\\_equality\\_indicators\\_wcover.pdf](http://www.etc-graz.at/typo3/fileadmin/user_upload/ETC-Hauptseite/publikationen/Occasional_papers/ECCARADIXChallenges_local_equality_indicators_wcover.pdf)

The study provides a theoretical framework to measure racism or (in)equality and to evaluate municipal anti-discrimination policies and discusses legal and practical issues such as legality and reliability of available “ethnic” data. The study was undertaken in the context of the European Coalition of Cities against Racism (ECCAR)’s endeavours to set up an ECCAR-wide applicable system of monitoring racism, discrimination, equality and respective municipal policies.

***Excellence Through Diversity – A Report on the Education and Training Needs in Diversity of the Halifax Regional Police***

**Halifax Regional Municipality | 2005**

[www.halifax.ca/police/departments/documents/perivaleandtaylorFinalReport.pdf](http://www.halifax.ca/police/departments/documents/perivaleandtaylorFinalReport.pdf)

The report recognizes and addresses the need for changes in two aspects of the Halifax Regional Police management and operations: the external service delivery and the alignment of internal systems, processes and procedures.

***First Nations/Métis/Inuit Mobility Study – Final Report***  
**Institute of Urban Studies, in collaboration with the Assembly of Manitoba Chiefs and the Manitoba Métis Federation | 2004**

<http://ius.uwinnipeg.ca/pdf/Aboriginal%20Mobility%20Final%20Report.pdf>

The Report presents the key findings and recommendations derived over the course of the First Nations/Métis/Inuit Mobility Study. The research's objective was to examine the mobility process from two perspectives: the initial move into the city and the reasons why, and the subsequent pattern of movement within the city once persons remained. The research also assessed the pattern of service use during this period to better understand the needs of persons as they adjusted to living in the city.

***Home is Where the Heart is and Right now that is Nowhere: an Examination of Hidden Homelessness among Aboriginal Peoples in Prairie Cities***

**Jino Distasio, Gina Sylvester, Susan Mulligan**  
**Institute of Urban Studies | 2005**

<http://winnspace.uwinnipeg.ca/xmlui/handle/10680/329>

The research examined hidden homelessness among Aboriginal persons in prairie cities. It sought to identify the characteristics and circumstances of the hidden homeless population, what factors have contributed to the phenomenon of hidden homelessness and what programs and services currently available to alleviate the problem.

***Housing for Immigrants in Ontario's Medium-Sized Cities***

**David Wachsmuth**

**Canadian Policy Research Networks | 2008**

[www.cprn.org/doc.cfm?doc=1937&l=en](http://www.cprn.org/doc.cfm?doc=1937&l=en)

The research explores how medium-sized cities in Ontario provide affordable housing for newcomers and presents the challenges that immigrants, governments, housing providers and settlement agencies face, and the policies and strategies they follow for overcoming these challenges.

***Human rights and policing: Creating and sustaining organizational change***

**Ontario Human Rights Commission | 2011**

[www.ohrc.on.ca/en/resources/Guides/policeorgchange](http://www.ohrc.on.ca/en/resources/Guides/policeorgchange)

The guide offers a broad framework with key principles and concrete examples of good practices to guide organizational change in police services. It includes best practices – and things to avoid – and offers many case study examples.

***Immigrant-Friendly Communities: Making Immigration Work for Employers and Other Stakeholders***

**The Conference Board of Canada | 2009**

[www.conferenceboard.ca/documents.aspx?DID=3229](http://www.conferenceboard.ca/documents.aspx?DID=3229)

The report looks at the value immigrants can bring to small communities and the role of federal, provincial and municipal policies in attracting immigrants to small communities. It presents case-studies of four communities in Canada that have succeeded in attracting and retaining immigrants through a collaborative approach involving employers and many different community stakeholders. The report also identifies ways for making immigration work in small communities.

***Immigrants as Innovators: Boosting Canada's Global Competitiveness.***

**The Conference Board of Canada | 2010**

[www.conferenceboard.ca/documents.aspx?DID=3825](http://www.conferenceboard.ca/documents.aspx?DID=3825)

The report aims to help Canadian government officials and business leaders, as well as cities and communities, recognize the potential value of immigration to innovation performance. It also provides insights for leaders on how to foster and capitalize on the innovative potential of new Canadians.

***Immigration & Diversity in Canadian Cities and Communities***

**Quality of Life in Canadian Communities Series**

**Federation of Canadian Municipalities | 2009**

[www.fcm.ca/english/View.asp?mp=1363&x=1089](http://www.fcm.ca/english/View.asp?mp=1363&x=1089)

This publication, the fifth theme report published by the Federation of Canadian Municipalities (FCM) as part of the Quality of Life Report System (QOLRS), focuses on trends and issues related to immigration and diversity in 24 of Canada's largest municipalities, regional municipalities and metropolitan communities, which account for 54 per cent of Canada's population. The report relies on data covering the period 2001 to 2006, and compares and contrasts three distinct groups: non-immigrants, Canadian citizens born in Canada; established immigrants, foreign-born residents who have lived in Canada over five years; and recent immigrants, foreign-born residents who have lived in Canada for five years or less.

***Indicators for Evaluating Municipal Policies aimed at Fighting Racism and Discrimination***

**Chaire de recherche sur l'immigration, l'ethnicité et la citoyenneté | 2005**

<http://unesdoc.unesco.org/images/0014/001496/149624e.pdf>

This study looked at indicators for the cities of Boston, Montreal, Saskatoon, Stockholm, Toronto and Vancouver. It was written with the goal of assisting cities that want to adopt public policies of diversity management and to fight racism and discrimination, and to evaluate the impact of such policies. The goal is to equip cities with tools that make it possible to evaluate, in quantitative and/or qualitative terms, whether their actions produce results that correspond to the major goals of adopted policies.

### *Investing in Cultural Diversity and Intercultural Dialogue*

#### **UNESCO World Report on Cultural Diversity | 2010**

[www.unesco.org/new/en/culture/resources/report/the-unesco-world-report-on-cultural-diversity](http://www.unesco.org/new/en/culture/resources/report/the-unesco-world-report-on-cultural-diversity)

This 2nd UNESCO World Report takes stock of all that is being said, thought and done in the name of cultural diversity, and explores the necessary conditions for diversity to become an asset and not a threat, a source of renewal for public policies in service to development, social cohesion and peace. It advances a number of pathways for renewing development strategies in favour of poverty eradication, environmental action and sustainable, human-centred governance.

### *Local policies for cultural diversity*

#### **UNESCO, United Cities and Local Governments (UCLG) and the Barcelona City Council | 2006**

[www.agenda21culture.net/index.php?option=com\\_content&view=article&id=84%3Areport-1-local-policies-for-cultural-diversity&catid=58&Itemid=58&lang=en](http://www.agenda21culture.net/index.php?option=com_content&view=article&id=84%3Areport-1-local-policies-for-cultural-diversity&catid=58&Itemid=58&lang=en)

The report aims to investigate what public policies support the cultural diversity at a local level. It contains three annexes: Annex 1 includes 21 case studies; annex 2 contains a list of websites and portals on urban indicators and local policies for diversity; and annex 3 features the Agenda 21 for culture.

### *Police-reported hate Crime in Canada 2008*

#### **Mia Dauvergne for Statistics Canada | 2010**

[www.statcan.gc.ca/pub/85-002-x/2010002/article/11233-eng.pdf](http://www.statcan.gc.ca/pub/85-002-x/2010002/article/11233-eng.pdf)

The report examines the nature and extent of police-reported hate crime in Canada. It is intended to respond to the needs of those who work in the criminal justice system as well as to inform researchers, policy analysts, academics, the media and the general public.

### *Racial profiling and systemic discrimination of racialized youth*

#### **Commission des droits de la personne et des droits de la jeunesse du Québec | 2011**

[www2.cdpdj.qc.ca/en/racialprofiling/Pages/default.aspx](http://www2.cdpdj.qc.ca/en/racialprofiling/Pages/default.aspx)

The report presents more than 90 recommendations to all levels of government, public institutions and organizations that can ensure better social cohesion, in particular, the police, schools, social services and the youth protection system, on how to address racial profiling and systemic discrimination.

### *Starting on Solid Ground: The Municipal Role in Immigrant Settlement*

#### **Federation of Canadian Municipalities | 2011**

[www.fcm.ca/Documents/reports/Starting\\_on\\_Solid\\_Ground\\_Municipalities\\_and\\_Immigration\\_EN.pdf](http://www.fcm.ca/Documents/reports/Starting_on_Solid_Ground_Municipalities_and_Immigration_EN.pdf)

The report presents five recommendations to the federal government to support successful immigrant settlement in Canadian communities.

### *Understanding Canada's "3M" Reality in the 21st Century – Final Report*

#### **Policy Research Initiative | 2009**

[www.horizons.gc.ca/doclib/2009-0015-eng.pdf](http://www.horizons.gc.ca/doclib/2009-0015-eng.pdf)

The report highlights the findings of each of the streams of the research: second-generation Canadians, neighbourhood diversity and religious diversity.

### *Urban Aboriginal Peoples Study*

#### **Environics Institute | 2010**

[www.uaps.ca](http://www.uaps.ca)

The study draws on conversations with a representative group of 2,614 First Nations peoples, Métis and Inuit living in these major Canadian cities, as well as 2,501 non-Aboriginal Canadians. Guided by an Advisory Circle, Aboriginal people designed the research themes, methodology, and executed the main survey.

### *The Value of Diverse Leadership*

#### **The Conference Board of Canada (Prepared for DiverseCity: The Greater Toronto Leadership Project) | 2008**

[http://diversecitytoronto.ca/wp-content/uploads/The\\_Value\\_of\\_Diverse\\_Leadership\\_CBC\\_final1.pdf](http://diversecitytoronto.ca/wp-content/uploads/The_Value_of_Diverse_Leadership_CBC_final1.pdf)

The report examines the nature of the benefits of diverse leadership and highlights how organizations and communities can maximize them.

### III. VIDEOS

#### *Do You See What I Think?*

##### **Canadian Commission for UNESCO | 2011**

[www.youtube.com/CanadaCouncil](http://www.youtube.com/CanadaCouncil)

In the context of the International Year of Youth 2010 (IYY), the Canadian Commission for UNESCO launched the video project, “Do you See What I Think?”, created by young Canadian members of its Youth Advisory Group (YAG). It consists of collective works inspired by the central theme of the IYY: “Dialogue and Mutual Understanding”. The youth expressed through video their interpretations of the theme, within the context of their regional priorities and realities. This collective effort was supported by professional artists and Canadian artist-run centers thanks to a partnership with the Canada Council for the Arts, the Independent Media Arts Alliance and the “National Indigenous Media Arts Coalition”.

#### *“Finding Talent”, “Retaining Talent” and “Cross-Cultural Teamwork” videos and facilitator guides*

##### **Toronto Region Immigrant Employment Council (TRIEC)**

[www.hireimmigrants.ca/tools/4](http://www.hireimmigrants.ca/tools/4)

The training videos are intended to increase employers’ cultural competence and help them create an inclusive work environment. They will be of particular interest to employers and immigrant-serving agencies offering training to skilled immigrants who are looking to integrate successfully into Canadian organizations.

#### *Growing Up Among Strangers*

##### **Aspen Family | 2009**

[www.aspenfamily.org/index.php/about/resources](http://www.aspenfamily.org/index.php/about/resources)

The film follows the experiences of Canadian youth from culturally diverse backgrounds as they struggle to balance two worlds: the traditional cultural values of home and the Westernized culture that lies outside. The DVD comes with Get Talking!, a companion guide to facilitate discussion on the issues raised in the film.

#### *National Film Board of Canada*

[www.nfb.ca](http://www.nfb.ca)

A unique list of CCMARD-related NFB Films for Recommended Viewing is available at Section 9 of this Toolkit.

#### *Put Racism Offside*

##### **UNESCO / FC Barcelona**

[www.youtube.com/watch?v=nKe-oQH2Mz0&feature=player\\_embedded](http://www.youtube.com/watch?v=nKe-oQH2Mz0&feature=player_embedded)

UNESCO and FC Barcelona’s ongoing partnership in the fight against racism and discrimination has been reinforced by a video message delivered by three FC Barcelona star players. In the clip, produced to mark the International Day for the Elimination of Racial Discrimination on 21 March, they rally viewers to ‘Put Racism Offside’.

#### *Perspectives on leadership*

##### **DiverseCity**

<http://diversecitytoronto.ca/leadership-stories/perspectives-on-leadership/>

The videos explore the stories and perspectives of leaders across the Greater Toronto Areas (GTA). More videos from DiverseCity are available at: [www.vimeo.com/diversecity/videos](http://www.vimeo.com/diversecity/videos)

#### *Work For All*

##### **National Film Board of Canada and the Racism-Free Workplace Strategy of the Labour Program, Human Resources and Skills Development Canada | 2010**

[www.workforall.nfb.ca](http://www.workforall.nfb.ca)

*Work For All* is a collection of films offering a wide range of perspectives on racism in the workplace. They address direct and systemic racism through documentary, drama and animation. The stories they tell range from the intensely personal to broader social explorations – and all are designed to provoke thought and discussion. It is an ideal resource for education in anti-racism, human rights and media literacy. Interviews, articles, related films and a downloadable facilitator’s guide are available on the *Work For All* website.

#### *“I Hold My Hand Up”*

##### **Reel Youth | 2011**

[http://reelyouth.ca/reinvent\\_films.html](http://reelyouth.ca/reinvent_films.html)

In July 2011, Reel Youth hosted a residential film camp. With the support of a team of adults, the youth participants created these six short films, which address some of the most pressing social and environmental issues facing them today. “I Hold My Hand Up” is about discrimination.

## IV. WEBSITES

### Aboriginal Human Resource Council

[www.aboriginalhr.ca](http://www.aboriginalhr.ca)

The Aboriginal Human Resource Council aims at advancing the full labour market participation of Aboriginal Peoples in Canada and Indigenous Peoples around the world.

### Actions interculturelles de développement et d'éducation (AIDE)

[www.aide.org](http://www.aide.org) (French only)

AIDE offers advisory services to manage cultural diversity, supports the cultural and socio-economic integration of immigrants and organizes social activities that bring together people from different cultures.

### Affiliation of Multicultural Societies and Services Agencies of BC (AMSSA)

[www.amssa.org](http://www.amssa.org)

AMSSA is a province-wide association that fosters a culture of support by providing networking opportunities where members exchange knowledge, build connections and strengthen each other.

### Alberta Urban Municipalities Association (AUMA)

[www.auma.ca](http://www.auma.ca)

The Alberta Urban Municipalities Association empowers municipalities by providing visionary leadership, solutions-based advocacy, and service excellence. AUMA coordinates the Welcoming and Inclusive Community Initiative in Alberta. Many resources are available on the WIC website at <http://wic.auma.ca/>

### Alliance Jeunesse-Famille de l'Alberta Society

[www.ajfas.ca](http://www.ajfas.ca)

AJFAS is a Francophone non-profit organization involved in the areas of education and crime prevention among French-speaking immigrant youth and families in Alberta through social development programs. AJFAS also actively collaborates with various communities to promote Canadian cultural diversity.

### Association for New Canadians (ANC)

[www.anc-nf.cc](http://www.anc-nf.cc)

The Association for New Canadians (ANC) is a non-profit, community based organization dedicated to the provision of settlement and integration services for immigrants and refugees in Newfoundland and Labrador.

### Canada Mortgage and Housing Corporation (CMHC)

[www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)

Canada Mortgage and Housing Corporation (CMHC) is Canada's premier provider of mortgage loan insurance, mortgage-backed securities, housing policy and programs, and housing research. CMHC works with community organizations, the private sector, non-profit agencies and all levels of government to help create innovative solutions to today's housing challenges, anticipate tomorrow's needs, and improve the quality of life for all Canadians.

### Canadian Association of Statutory Human Rights Agencies (CASHRA)

[www.cashra.ca](http://www.cashra.ca)

CASHRA is the national association of Canada's statutory agencies charged with administering federal, provincial and territorial human rights legislation. Its goals are to foster collaboration among its members and to serve as a national voice on human rights issues of common concern.

### Canadian Commission for UNESCO

[www.unesco.ca](http://www.unesco.ca)

The Canadian Commission for UNESCO encourages the participation of Canadian organisations and individuals in UNESCO activities and programmes in education, natural and social sciences, culture and communication and information and contributes to their visibility at the national and international levels.

### Canadian Race Relations Foundation

[www.crrf-fcrr.ca](http://www.crrf-fcrr.ca)

The CRRF is a national organization that is committed to building a national framework for the fight against racism and all forms of racial discrimination in Canadian society.

### **Canadian Research Institute for the Advancement of Women (CRIAW)**

<http://criaw-icref.ca/>

CRIAW is a research institute which provides tools to facilitate organizations taking action to advance social justice and equality for all women.

### **Canadian Women's Foundation**

[www.cdnwomen.org](http://www.cdnwomen.org)

The Foundation invests in the power of women and the dreams of girls. It raises money to research, fund and share the best approaches to ending violence against women, moving low-income women out of poverty and building strong, resilient girls.

### **Chaire de recherche en immigration, ethnicité et citoyenneté (CRIEC)**

[www.criec.uqam.ca](http://www.criec.uqam.ca) (in french only)

The Chaire de recherche en immigration, ethnicité et citoyenneté (CRIEC) deals with issues related to immigration, cultural diversity, nation and citizenship. CRIEC brings together more than 40 researchers from a variety of institutions and disciplines. The team carries out research in a number of areas: immigration, diversity and democracy in metropolitan and national arenas, women, gender and citizenship, social inequalities and discrimination, youth and intergenerational relations, Aboriginal issues and governance, etc. The International Observatory of Racism and Discrimination is part of the CRIEC.

### **Cities of Migration**

<http://citiesofmigration.ca/>

The Cities of Migration project seeks to improve local integration practice in major immigrant receiving cities worldwide through information sharing and learning exchange.

### **City for All Women Initiative (CAWI)**

[www.cawi-ivtf.org](http://www.cawi-ivtf.org)

CAWI is a collaborative of women from diverse communities, organizations, and academia working with municipal decision makers to create a more inclusive city and promote gender equality. The website contains a variety of resources to support women's active participation in municipalities.

### **Coalition for Equal Access to Education**

[www.eslaction.com](http://www.eslaction.com)

The Coalition for Equal Access to Education is committed to working with community, education and government stakeholders to promote access to quality, equitable education and services for K-12 ESL learners.

### **Council of Canadians with Disabilities**

[www.ccdonline.ca](http://www.ccdonline.ca)

The Council works for an accessible and inclusive Canada. It provides resources on the topics of human rights, social policy, accessible transportation, international cooperation, and accessible technology.

### **DiverseCity: The Greater Toronto Leadership Project**

<http://diversecitytoronto.ca/>

DiverseCity is a movement made up of several unique and independent initiatives to strengthen the region's institutions, to expand its networks as well as to advance knowledge and track progress.

### **EGALE Canada**

[www.egale.ca](http://www.egale.ca)

EGALE Canada is a national organization committed to advancing equality and justice for lesbian, gay, bisexual and trans-identified people, and their families, across Canada. EGALE has board members in every province and territory of the country.

### **EmbraceBC**

[www.embracebc.ca](http://www.embracebc.ca)

EmbraceBC seeks to inspire community members, residents and sector leaders to welcome, accept and embrace difference, on both personal and institutional levels. The website offers a variety of resources (toolkit, videos, etc.) on diversity.

**EQUITAS**

<http://equitas.org/>

EQUITAS (the International Centre for Human Rights Education) is a non-profit organization that advances equality, social justice and respect for human dignity through innovative education programs in Canada and around the world. EQUITAS equips frontline human rights defenders and educators, government institutions and children and youth with knowledge, skills and values to build a global culture of human rights. EQUITAS has two Toolkits in Canada: *Play it Fair!* and *Speaking Rights* that help engage children and youth (ages 6-18) in basic human rights values and issues.

**Federation of Canadian Municipalities**

[www.fcm.ca](http://www.fcm.ca)

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1901. With more than 1,900 members, FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small urban and rural communities, and 21 provincial and territorial municipal associations.

**Human Rights Research and Education Centre of the University of Ottawa**

[www.cdp-hrc.uottawa.ca/?lang=en](http://www.cdp-hrc.uottawa.ca/?lang=en)

The Human Rights Research and Education Centre is an independent centre within the University of Ottawa. The mandate of the Centre presumes an acceptance of the need to approach issues regarding human rights from a multidisciplinary and interdisciplinary perspective, both in order to respect such rights and to explore that which they require in a complex, interconnected world. To this end, the Centre places a particular emphasis on public policy questions concerning peace, migration and immigration, health, environment, international trade and investment, poverty and vulnerable groups.

**Independent Living Canada**

[www.ilcanada.ca](http://www.ilcanada.ca)

Independent Living Canada is a national non-profit association of Independent Living Centres run by and for people with disabilities who promote the Independent Living Philosophy. It supports the development of Independent Living Centres, and provides education and leadership for its member organizations, partners and communities. Its website contains a list of National Disability Associations that can provide tools for the promotion of understanding and elimination of discrimination against persons with disabilities.

**Institute of Urban Studies**

[www.uwinnipeg.ca/index/ius-index](http://www.uwinnipeg.ca/index/ius-index)

The Institute of Urban Studies is an independent research arm of the University of Winnipeg. Since 1969 IUS has been both an academic and an applied research centre, committed to examining urban development issues in a broad, non-partisan manner. The Institute examines inner city, environmental, Aboriginal and community development issues.

**John Humphrey Centre for Peace and Human Rights**

[www.jhcentre.org](http://www.jhcentre.org)

The John Humphrey Centre is dedicated to programming that fosters a sense of dignity, responsibility and justice. It has undertaken projects in partnership with organizations throughout Edmonton and Alberta that have worked to build communities where everyone belongs and lives in dignity. One of the Centre's key areas of work has been to bring youth to new levels of engagement and awareness about their role in the world.

**Maytree Foundation**

[www.maytree.com](http://www.maytree.com)

Maytree promotes equity and prosperity and the building of strong urban communities through its policy insights, grants and programs. The organization has been recognized for its expertise in developing, testing and implementing programs and policy solutions related to immigration, integration and diversity.

### **Metropolis**

[www.metropolis.net](http://www.metropolis.net)

Metropolis is an international network for comparative research and public policy development on migration, diversity, and immigrant integration in cities in Canada and around the world.

### **Multicultural Association of Nova Scotia (MANS)**

[www.mans.ns.ca](http://www.mans.ns.ca)

The Multicultural Association of Nova Scotia (MANS) is recognized as the leader in multiculturalism for the province, relating to policy development, advocacy and education, in partnership with appropriate stakeholders.

### **National Association of Friendship Centres**

[www.nafc.ca](http://www.nafc.ca)

The National Association of Friendship Centres (NAFC) is a network of Friendship Centres and Provincial/Territorial Associations (PTAs) nationwide that provide culturally enhanced programs and services to urban Aboriginal people.

### **PEI Association for Newcomers to Canada**

[www.peianc.com](http://www.peianc.com)

The PEI Association for Newcomers to Canada is the sole immigrant support agency in the province of Prince Edward Island. It is mandated to provide a wide variety of short-term settlement services and long-term social inclusion and community integration programs for immigrants.

### **Positive Spaces Initiative**

[www.positivespaces.ca](http://www.positivespaces.ca)

The Positive Spaces Initiative (PSI) was developed by the Ontario Council of Agencies Serving Immigrants (OCASI) to share resources and increase organizational capacity across the sector to more effectively serve LGBTQ newcomers.

### **Racism Free Workplace Strategy**

#### **Human Resources and Skills Development Canada**

[www.rhdcc-hrsdc.gc.ca/cgi-bin/rhdcc-hrsdc/contact/racism\\_contact\\_us.asp](http://www.rhdcc-hrsdc.gc.ca/cgi-bin/rhdcc-hrsdc/contact/racism_contact_us.asp)

The Racism Free Workplace Strategy (RFWS) of the Labour Program, Human Resources and Skills Development Canada aims to address employment-related discriminatory barriers and increase the representation and upward mobility of members of Visible Minorities and Aboriginal peoples through education, research and strategic partnerships. To further these goals, the RFWS has partnered with Metropolis, the National Film Board, the Maytree Foundation in partnership with the Toronto Region Immigrant Employment Council, and other community and governmental organizations.

### **Safe Harbour: Respect For All Program**

[www.safeharbour.ca](http://www.safeharbour.ca)

*Safe Harbour: Respect For All* is about a vision in action: creating opportunities for businesses, institutions, agencies, and municipalities to create respectful, welcoming workplaces and communities. There are currently more than 1000 Safe Harbour locations throughout British Columbia, Alberta, Manitoba and Newfoundland.

### **United Nations Educational, Scientific and Cultural Organization (UNESCO)**

[www.unesco.org](http://www.unesco.org)

UNESCO works to create the conditions for dialogue among civilizations, cultures and peoples, based upon respect for commonly shared values. It is through this dialogue that the world can achieve global visions of sustainable development encompassing observance of human rights, mutual respect and the alleviation of poverty, all of which are at the heart of UNESCO'S mission and activities.

### **Union des municipalités du Québec**

[www.umq.qc.ca/english/](http://www.umq.qc.ca/english/)

The Union of Quebec Municipalities (UMQ) promotes the fundamental role of municipalities in social and economic progress in every part of Quebec and supports its members in building dynamic, innovative and competitive communities.

**Union of Nova Scotia Municipalities**

[www.unsm.ca](http://www.unsm.ca)

The Union of Nova Scotia Municipalities (UNSM) is a not-for-profit organization mandated to represent the Provincial interests of municipal governments across Nova Scotia.

**Vital Signs Canada****Community Foundations of Canada (CFC)**

[www.vitalsignscanada.ca](http://www.vitalsignscanada.ca)

*Vital Signs* is an annual community check-up, conducted by community foundations across Canada, that measures the vitality of communities, identifies significant trends, and assigns grades in a range of areas critical to quality of life. The website offers numerous resources including local reports, related research, etc.

**Welcoming Communities Initiative (WCI)**

[www.welcomingcommunities.ca](http://www.welcomingcommunities.ca)

The Welcoming Communities Initiative (WCI) is a multidisciplinary alliance of universities, colleges and communities aimed at developing and testing measures to attract and fully integrate immigrants and minorities in cities across Ontario.

**York Centre for Public Policy and Law**

<http://ycppl.osgoode.yorku.ca/>

The York Centre for Public Policy and Law (YCPPL) is designed to foster and facilitate collaborative interdisciplinary research in the field of public policy and law among York University's faculty and students with a careful eye to fulfilling the research needs of the broader community, in particular the needs of government and public policy makers, non-governmental organizations, and social movements in Canada.

**YOU CAN**

[www.youcan.ca](http://www.youcan.ca)

YOU CAN is a non-profit organization specializing in youth-led methods for non-violent conflict resolution. YOU CAN organizes training workshops, forums and national conferences to provide youth with the skills and knowledge to make a real difference in their communities.

