



Hamilton

INFORMATION REPORT

**CITY WIDE
IMPLICATIONS**

To:	Mayor and Members Committee of the Whole		
From:	Joe-Anne Priel General Manager Community Services Department	Telephone: Facsimile: E-mail:	905 546-4839 905 540-5608 jpriel@hamilton.ca
Date:	January 7, 2009		
Re:	Hamilton's Centre for Civic Inclusion (CS09016) (City Wide)		

Council Direction:

Committee of the Whole at its meeting of March 30, 2007 and subsequently at the final Budget meeting of April 24, 2007 approved the following with respect to the Hamilton Centre for Civic Inclusion (HCCI):

“That funding (\$250,000) be approved on a one-time basis funded over three years, subject to final budget approval and that the funding source be severed in 2009.”

Should Committee of the Whole wish to extend the funding for HCCI, a motion to reconsider will be required at a meeting of City Council prior to any further direction being considered by Committee of the Whole.

Information:

The HCCI was developed as a result of the work undertaken through the Strengthening Hamilton Community's Initiative (SHCI).

SHCI was a direct response to the burning of a local Hindu temple in Hamilton in 2001; the same year the terrorist attacks occurred in the United States on September 11, 2001. SHCI's initial goal in the short-term was to deal with the distress in the community caused by the burning of the Hindu temple, but it was anticipated that to address issues of racism in the longer term, a more profound systemic level institutional change would be required.

In 2005, SHCI identified the lack of a coordinating mechanism to develop and connect the various kinds of information, expertise and services that exist within the city required to foster longer term change. At the same time, the Settlement and Integration Services Organization (SISO) was exploring the possibility of establishing a civic resource centre.

Merging these two concepts, the HCCI was developed to act as a centralized hub to enable all Hamilton citizens access to the knowledge and resources needed to build a strong, racially diverse and welcoming city.

Based on its origins, HCCI developed the following mandate:

1. HCCI acts as a community-based civic resource centre, committed to working as a catalyst for anti-racist change across Hamilton. HCCI assists Hamilton, its major institutions, businesses, service providers, and residents to develop transformative processes that promote equity and create racism-free and inclusive environments in all areas of civic life.
2. HCCI develops and shares training and education resources, and enables easier access to relevant research and information that is vital in making Hamilton an inclusive city.
3. HCCI is also a source of support and information to newcomer immigrants and refugee communities, diverse ethno-racial and ethno-cultural groups and aboriginal communities. HCCI helps build community leadership and enables productive dialogue and partnership between marginalized and 'centralized' individuals, communities, organizations and institutions.

HCCI also developed a mission, vision and goal statement:

- **Mission:**
A community-based network, mobilizing all Hamiltonians to create an inclusive city, free of racism and hate.
- **Vision:**
A united community that respects diversity, practices equity, and speaks out against discrimination.
- **Goal:**
To create in every sector, and among youth, effective and sustainable ways of integrating all Hamiltonians into the civic life of the community, using their contributions to create a strong and vibrant city.

In March 2006, City Council approved initial funding for the HCCI in the amount of \$110,000 (refer to Report SSC06005). Future funding for HCCI in 2007 and 2008 was to be determined based on budget availability, a review of operational plans, and year to date results. HCCI received additional funding in the amount of \$125,000 in both 2007 and 2008 from the Tax Stabilization Fund.

HCCI's Presentation To Committee of the Whole

HCCI will highlight its most salient accomplishments (attached as Appendix A to Report CS09016), since 2007, in its presentation to the Committee of the Whole on January 23,

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2009. A copy of HCCI's most recent Report to the Community is attached as Appendix B to Report CS09016.

The HCCI will be requesting funding for 2009 and 2010 in the amount of \$130,000 annually (\$260,000 over two years) in order to provide funding stability to the organization and to enhance its ability to achieve its mandate and mission.

Links to the City of Hamilton

In 2001, the Mayor's office played an important role in coordinating community dialogues after the burning of the Hindu temple generated concerns among Hamilton citizens. The City was later an active participant in the SHCI not only as members, but also supported the initiative by providing Project Management staff for the initiative through a secondment from the Community Services Department. As SHCI evolved into the HCCI, the City continued to provide funding for HCCI. A connection is still maintained to the Mayor's Office and Council with both the Mayor and Councillor McHattie as members of HCCI's Governing Council.

Future Role of HCCI

HCCI, as a new organization, has just started to lay the foundation from which it can achieve its mandate. Part of that foundation has been to network and become members of a number of key community collaborative initiatives. Three of these key networks include the Jobs Prosperity Network, the Hamilton Roundtable for Poverty Reduction, and most recently as a member of the Human Services Planning Table.

Most recently, the City of Hamilton submitted a proposal to Citizenship and Immigration Canada (CIC) to develop an immigration strategy. HCCI, as well as other community partners, played a significant role in the development of that proposal. The City anticipates a formal positive response to the proposal early in 2009. A committee was formed for the purpose of selecting the members of an Immigration Partnership Council. The Executive Director of HCCI is the Chair of the committee and will hold a seat on the Council, along with the General Manager of the Community Services Department. On the recommendation of the committee, the Mayor, on December 9, 2008, extended invitations to 14 other civic and public leaders to sit on the Council.

The Immigration Partnership Council will be responsible for creating a made-in Hamilton immigration strategy. The Immigration Partnership Council will play a key role in developing the pillars of the immigration strategy and provide the community with a comprehensive plan. Until the Immigration Strategy is complete, however, it is unclear as to the exact role that HCCI would play in the future although it is anticipated that HCCI would be an active participant in the development and implementation of the Immigration Strategy.

Joe-Anne Priel,
General Manager
Community Services Department



A SUMMARY OF HCCI ACCOMPLISHMENTS

Measured against the goals and objectives outlined in the 2006 work plan, which served as the basis for the creation of Hamilton's Centre for Civic Inclusion (HCCI), HCCI has accomplished a great deal in a short period of time¹. In the first two years of its existence, HCCI has built highly effective programming and tools of public education and community engagement. It has initiated a broad strategy to promote equity, access and participation in the key sectors of employment, education, health and housing in the Hamilton community. Through these efforts, HCCI has emerged as an effective force to boost awareness of racism and discrimination and promote inclusiveness in the Hamilton community. In all of these respects, the work of HCCI in its early years has established a positive base - firmly anchored in community engagement, institutional networks and partnerships, and increased public awareness, from which to tackle the formidable challenges of promoting diversity and inclusiveness in the Hamilton Community.

The following are among HCCI's accomplishments:

- Bringing public attention to issues of inclusion and diversity and the message of HCCI;
- 'Galvanizing' the attention/commitment of media to spread the word about HCCI;
- Establishing the name and profile of HCCI independent of its organizational predecessor (SHCI);
- Implementation of the Community Mobilization Team (CMT) program, providing empowerment and leadership skill development for program participants;
- Broader diversity on boards and committees in organizations and institutions;
- Building a relationship with the business community;
- Development of partnerships within the four identified sectors - health, police, education, employment - to bring about organizational and systemic change;
- Building leadership skills;
- Effective outreach to grassroots organizations; and,
- Youth involvement.

Quantitative Achievements:

- HCCI has provided Anti-Racism training to over **2000 individuals**.
- Conducted Diversity Assessments **for 7 major** organizations in Hamilton.

- Presented to over 300 members from small, medium, large businesses and organizations on the benefits of diversity and resources available at HCCI.
- Presented the HCCI model to 300 member agencies of the Ontario Council of Agencies Serving Immigrants (OCASI).
- Presented to more than **300 students** at McMaster University & Mohawk College.
- **Over 200 diverse** community members who are community activists and advocates, teachers, social workers and more have completed the Community Mobilization Team (CMT) 6-month Training.
- **24 CMT** graduates have been appointed to various **City of Hamilton Volunteer Advisory Committees including:**
 - Anti-Racism Committee;
 - Immigrants and Refugees Committee;
 - Status of Women Committee;
 - Hamilton Roundtable for Poverty Reduction Committee; and,
 - City of Hamilton Affordable Housing Flagship.
- Successfully Conducted 4 Conversation Cafés in several Hamilton neighborhoods with 60 participants.
- Developed the following **3 toolkits** and **1 facilitator's manual:**
 - Organizational Change Toolkit;
 - Ending Racism Toolkit;
 - Train the Trainer Manual; and,
 - Facilitator's Manual.
- Developed 4 inclusion posters, 7 quarterly newsletters and 1 youth newsletter.
- **Over 260 Hamilton** youth participated in the HCCI Youth in Motion Forum (2007 & 2008).
- Over 30 youth participated in HCCI Youth In Motion Erase Racism Art Competition.
- HCCI Youth in Motion created a Roots of Freedom video with a theme of inclusion.
- Featured in more than 100 articles in several newspapers, 10 public service announcements, several interviews on Hamilton's major TV channels and 35 radio broadcasts.
- Many more programs and training set ups are planned. For more information please visit our website: www.hcci.ca



Hamilton's Centre for Civic Inclusion (HCCI)

PLANNING THE FUTURE OF HAMILTON'S CENTRE FOR CIVIC INCLUSION:

NEXT 2-3 YEAR PLAN

"Once derided as a socialist phantom, systemic discrimination is now Public Enemy No.1. Once the focus of bitter debate, hiring initiatives are now a competitive requirement. Institutions and companies are scrambling to adopt best practices...as much as anything else the new consensus is based on the immediate practical need to integrate new immigrants – almost all of them members of visible minorities – into the mainstream as quickly as possible."

John Barber
Toronto Star, November 27, 2008

HCCI Priorities for the Future

- HCCI must continue to build contact with various communities and find ways to communicate with those who are “not yet connected,” in order to broaden the movement for inclusivity. This will also include ongoing engagement of Community Mobilization Team (CMT) graduates.
- Complimenting and overlapping the need for expanded outreach to grassroots communities, HCCI will continue to engage organizations, institutions and the private sector, and facilitate the development of various networks, including involvement in economic development and increased political engagement.
- HCCI will continue its capacity development as a “resource repository and clearinghouse” and build its reputation as **“experts in social change.”**
- HCCI will develop an overall communications strategy underpinned by clear messaging and brand objectives. This may involve reviewing the “mission, vision and values” to clarify the positioning and messaging of HCCI.
- The Governing Council (GC) will be more fully engaged in the work of HCCI. The GC coordinates and stimulates the development of a strong and **effective group of ‘champions.’**
- HCCI will work towards a sustainable financial plan.
- HCCI needs its “own space” or even its own “building” in order to firmly establish its existence as a “separate entity,” but also to fulfill its mandate to serve as Hamilton’s Centre for Civic Inclusion.

The Future Role of HCCI

- Two to three years from now HCCI is an organization with an expanded reach in the Hamilton community, relying on a strong network of champions throughout the community. It has built a broad and deep network of individual contacts and collaborative relationships with government, groups and institutions, and private corporations.
- HCCI's sustained efforts to mobilize the community have borne fruit in the emergence of a broad-based movement for inclusiveness in Hamilton, which has driven the development of a much higher level of public awareness and a deeper commitment to inclusiveness. Graduates of the CMT program are prominent participants in this process.
- HCCI is widely known. It has a well-defined organizational identity or brand and a strong, sustainable marketing profile.

Goals and Objectives

These are the priority areas:

- Need to develop champions and the role of the Governing Council;
- Build the role of HCCI as a source of experts and expertise;
- Community mobilization/movement;
- Communications/marketing; and,
- Establishing a Sustainable Funding base.

1 - Establishing a Sustainable Funding Base

HCCI will develop a “sustainable” funding base.

Table 1: Funding			
Goal: To develop a diverse and stable funding base and revenue stream for HCCI to support its organizational, communications and program goals over the next 2-3 year period			
Objectives	Activities	Measurement*	Targeted Outcomes
1. Complete a comprehensive scan of potential funding sources	<ul style="list-style-type: none"> • Generate a list of potential funding sources • Systematic funder 	<ul style="list-style-type: none"> • Maintain a written record of contact with funders 	<ul style="list-style-type: none"> • Comprehensive evaluation of funding sources, potential and options

Table 1: Funding			
Goal: To develop a diverse and stable funding base and revenue stream for HCCI to support its organizational, communications and program goals over the next 2-3 year period			
Objectives	Activities	Measurement*	Targeted Outcomes
	<ul style="list-style-type: none"> contact Consult organizations and non-profit experts Explore potential institutional, private sector, individual support Coordinate outreach with/through champions 	<ul style="list-style-type: none"> Count and ranking of viable funding opportunities, based on evaluation of 'fit' 	
2. Develop a 2-3 year funding plan	<ul style="list-style-type: none"> Seek and respond to invitations to apply for funding. Submit multiple applications for core, program and special project funding. 	<ul style="list-style-type: none"> Count high quality funding applications Count number of approved applications 	<ul style="list-style-type: none"> Meet specific budget objectives
3. Develop a fundraising plan	<ul style="list-style-type: none"> Seek sponsors partners to promote special event. Identify private and corporate donors through HCCI champions. Explore potential and options for the development of an individual donor program (mail, phones, monthly donations) 	<ul style="list-style-type: none"> Identify options for an annual HCCI event Identify specified number of private donors 	<ul style="list-style-type: none"> Meet specific budget objectives One or more fundraising / marketing events (Table 3)

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2 - Cultivating Champions: Strengthening the Governing Council

There is a strong agreement of the need for champions – groups and individuals who can effectively communicate the message of inclusiveness and advocate on behalf of the HCCI agenda in all quarters of the community – are strategically key to the long-term success of HCCI. The future of HCCI depends on “establishing

a network of champions who are delivering a positive message about inclusivity and the work of HCCI.” Champions “mobilize support within our communities,” serve as a bridge to build and extend collaborative relationships, boost the profile and strengthen the marketing initiatives of HCCI, and actively support the development of a stable funding base.

Table 2: Champions and Governance

Goal: To increase the effectiveness of the Governing Council in developing champions, providing policy and strategic leadership, and stronger governance practice			
Objectives	Activities	Measurement	Targeted Outcomes
1. Build a strong network of HCCI champions	<ul style="list-style-type: none"> Consult friends of HCCI Review role of Governing Council in recruiting/training champions Draft a written plan or critical pathway outlining steps to build champions network 	<ul style="list-style-type: none"> Count new champions Count new communities 	<ul style="list-style-type: none"> Specified number of new champions Sustainable process of recruitment, training and deployment of new champions
2. Increase the effectiveness of the Governing Council	<ul style="list-style-type: none"> Based on the Governing Council Guidelines, review practices, procedures and composition of the Governing Council Recommend and monitor specific changes 	<ul style="list-style-type: none"> Improved meeting attendance Increased sub-committee participation Evaluation by GC members and HCCI staff (survey) 	<ul style="list-style-type: none"> Effective support for champions process More robust governance, policy and strategic leadership

3 - Marketing and Communications

Clarifying the Message

Underlying the key objectives of building a stronger profile and developing a robust communications plan is the need for HCCI to develop a clear messaging framework, which effectively communicates the problem, the solutions (awareness, engagement, and support) and the role of HCCI as an agent of change.

Table 3: Marketing and Communication			
Goal: To enhance the effectiveness of HCCI in communicating its purpose, establishing its presence in the Hamilton community, and engaging diverse communities with programming activities and the overall message of inclusiveness.			
Objectives	Activities	Measurement	Targeted Outcomes
1. Clarify key HCCI messaging	<ul style="list-style-type: none"> Workshop review of mission, vision and goals and how we frame our work Workshop the 'message box' & talking points. Media training (testing the message box) 	<ul style="list-style-type: none"> Finalize and approve the written message box Finalize and approve talking points 	<ul style="list-style-type: none"> Consensus on framing and messaging Suitable adaptation of communications tools to reflect consistent messaging
2. Establish regular events/initiatives to build the profile of HCCI and key programs	<ul style="list-style-type: none"> Review feasibility and shortlist some projects Consult potential partners Seek sponsors 	<ul style="list-style-type: none"> Evaluation of projects based on formal criteria Selection of one or more projects 	<ul style="list-style-type: none"> At least one marketing promotion/fundraiser in 2009
3. Develop a communications plan	<ul style="list-style-type: none"> Workshop to define priority audiences, messages, tools & resources 	<ul style="list-style-type: none"> Draft communications plans 	<ul style="list-style-type: none"> Finalize communications plan complete with timelines, budget and resource/staff allocation Effective communications support

4 - Programs and Services

The future of HCCI hinges on the continued expansion and increased sophistication of the main program components:

- The role of HCCI as a source of information and expertise, promoting and implementing diversity and inclusiveness in all sectors of Hamilton society.
- Community mobilization through the CMT program, which equips individuals to address barriers to inclusion.

- Governing Council members expect HCCI to deepen its intervention into two areas.

Table 4: Program and Services			
Goal: To continuously expand and improve the core services offered by HCCI			
Objectives	Activities	Measurement	Targeted Outcomes
1. Expand the scope, improve the quality, and increase the choice and sophistication of the CMT program.	<ul style="list-style-type: none"> • Evaluate and set program objectives • Draft 2-3 year growth plan. 	<ul style="list-style-type: none"> • Count increased number of program participants • Count new communities • Count community board and committee participation by CMT graduates 	<ul style="list-style-type: none"> • ‘Rolling’ program planning • ‘Visible’ contribution of CMT graduates to wider community • Mobilization > Movement
2. Build HCCI’s expertise in promoting diversity in all sectors of Hamilton society	<ul style="list-style-type: none"> • Evaluate and set program components • Draft 2-3 year growth plan • Explore potential fee for service, private sector partners, targeted funding 	<ul style="list-style-type: none"> • Revenue targets • Count private sector partners • Count funding sources 	<ul style="list-style-type: none"> • ‘Rolling’ program planning • Position HCCI as recognized key source of expertise in diversity and inclusivity.