SUBJECT: Strengthening Hamilton’s Community Initiative (SSC06005)  
(City Wide)

RECOMMENDATION:

(a) That City Council contribute $110,000 in 2006 to the Hamilton Centre for Civic Inclusion and that this amount be funded on a one-time basis from the 2005 corporate surplus.

(b) That the Hamilton Centre for Civic Inclusion be advised that funding for 2007 and 2008 will be subject to budget availability, and a review of operational plans and year-to-date results.

Joe-Anne Priel  
General Manager  
Community Services Department

EXECUTIVE SUMMARY:

The Transition Implementation Committee of Strengthening Hamilton’s Community Initiative (SHCI) (see membership of the Committee – attached as Appendix A to Report SSC0065) has requested $375,000 (see Appendix B to Report SSC06005) over a three year period to support the development and implementation of a Hamilton Centre for Civic Inclusion. The Centre will be a partnership comprised of Canadian Heritage, Settlement and Integration Services Organization (SISO), the Ontario Trillium Foundation and the City of Hamilton and will build on the successes of SHCI. (see the report card attached as Appendix C to Report SSC06005) SHCI will use its four years of experience, resource-building, networking, and community building to set up and sustain a centralized hub for resource-sharing, community partnership building, and
anti-racism skills development to create a united community that respects diversity, practices equity and speaks out against discrimination.

The Centre will have a governing council and twice yearly will hold a citizen’s forum. The council is envisioned to have 12 members selected by the community and two staff representatives from the City of Hamilton. The Mayor of Hamilton will be an ex-officio member of the Governing Council and may attend meetings as he/she is able. The Citizen’s Forum will meet twice yearly and will be convened and chaired by the Mayor.

**BACKGROUND:**

Hamilton is the ninth largest city in Canada. It is the fourth largest in Ontario with a population of 503,000. In the past decade, Hamilton experienced a 60% surge in new immigrants entering the city. However, in comparison to other cities, it is important to note that visible minorities (excluding Aboriginals) currently comprise only 10% of Hamilton’s population, well below the current provincial figure of 18.9%. There are indications that the city is currently failing to attract and retain the number of immigrants it needs. Other cities are taking strong measures to encourage growth and prosperity in an increasingly globalized world where the diverse knowledge of multi-lingual, multi-cultural citizens are valued and promoted. In addition, because of an aging population and a declining labour supply the city needs to attract and retain immigrants to sustain its labour needs.

Strengthening Hamilton’s Community Initiative (SHCI) came into being at a critical juncture to address the burning of the Hindu temple in 2001, a racial attack that was accompanied by a rise in hate crimes against Muslims, Arabs and anyone perceived to be “different”. Initially, the founders of SHCI needed to bring Hamiltonians together as a community distressed by these expressions of hatred. However, from the beginning SHCI stressed the need to address the foundations of such divisions between the white and non-white citizens of Hamilton and to build bridges between the diverse communities of the City. Over the past four years, through engaging in community dialogues and on-going education, SHCI has, itself, become one such bridge, linking communities through a shared commitment to diversity and equity and has had many accomplishments.

Four years have passed since the crisis of 2001. Despite the community outrage against the hate crimes, it has proven to be difficult to implement the long-term goals of systemic and institutional change in Hamilton. The reasons for this are many – uneasiness around change, lack of knowledge around the processes governing anti-racist institutional change, etc. Regardless of the reasons – the result of this slow pace of change around racism has significant implications for Hamilton’s future success.

Hamilton lacks a coordinating mechanism to develop and connect the various kinds of information, expertise and services that exist. *Building a Mosaic Democracy*, a 2004 feasibility study commissioned by the Settlement and Integration Services Organization (SISO) and funded by Heritage Canada, indicated wide-spread community need and support for the idea of a “civic resource centre” to facilitate the civic participation of
racialized peoples and to serve as a centralized hub enabling all of Hamilton’s citizens access to the knowledge and resources needed to build a strong, racially diverse and welcoming city.

As discussions around the future of the Civic Resource Centre and SHCI have become finalized, it has been decided to merge SHCI with the proposed civic resource centre to create the Hamilton Centre for Civic Inclusion. The new Centre will be linked with SISO through an affiliation agreement.

The Hamilton Centre for Civic Inclusion will support the City, major institutions, business, service providers, and others to initiate and sustain transformative processes to ensure the equitable inclusion of racialized communities. It will develop and provide training and education resources, and enable easier access to relevant research and information. The Centre will also be a source of support and information to members from various newcomer immigrant and refugee communities, diverse ethno-racial and ethno-cultural groups and Aboriginal communities. It will help build community leadership and enable productive dialogues and partnerships between marginalized communities.

Supporting institutional change across all sectors will be a major focus of the Centre. Since barriers to access, equity and participation in the arenas of employment, education, health and housing continue to be major concerns for ethno-racial and Aboriginal communities; one of the key initiatives of the Centre will be to foster partnerships between Hamilton’s major institutions in these sectors and racialized communities. (See Centre for Civic Inclusion, a three year strategic plan, attached as Appendix D to Report SSC06005).

The Hamilton Centre for Civic Inclusion will require an annual budget of approximately $310,000 per year to support three staff members, space and operational materials. Funding has been secured from Canada Heritage, in kind support from SISO and an offer of financial support from the Ontario Trillium Foundation. However, these funding sources are dependent on a commitment from the City of Hamilton. To that end, the Transition Implementation Committee of SHCI is requesting $375,000 from the City of Hamilton over a three year period.

Staff is recommending that the City continue its yearly contribution of $110,000 in order to support the creation of the Hamilton Center for Civic Inclusion. It is important that the City demonstrate its commitment to end racism in Hamilton and to build a strong and diverse city.

**ANALYSIS/RATIONALE:**

The City, through the Department of Community Services, supported the SHCI over the past four years through the secondment of a departmental project manager. The secondment was to end December 2005. The value of the in kind contribution was $110,000 per year. The SHCI Roundtable decided at a meeting in the late fall of 2005 that it wished to discontinue the secondment and instead would request a dollar
contribution from the City so that the community could choose the project manager. In anticipation of the decision, the Project Manager began to search for other employment opportunities. She was successful in her job search and left the City’s employ in September 2005. Due to greater accountability to our funders, the subsidizing of this position could not be continued beyond 2005. As a result of this and departmental restructuring, the budgeted funding for this position was transferred to mandatory programs to comply with provincial requirements.

**ALTERNATIVES FOR CONSIDERATION:**

(a) Council could decide to fund the entire amount requested for one year - $125,000;

(b) Continue to fund an amount equivalent to the salary and benefits of the previously seconded position – $110,000; or,

(c) Not fund.

Given that the funding from Canada Heritage and the Ontario Trillium Foundation is conditional upon a commitment from the City of Hamilton, if Option 3 is chosen, the Hamilton Centre for Civic Inclusion will not proceed, which would also lead to the demise of the SHCI.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

**Financial:**
There is no funding currently budgeted for this proposal in the 2006 City of Hamilton Budget. Should Council support funding the Hamilton Centre for Civic Inclusion, staff are recommending that funding for 2006 ($110,000) be identified through 2006 corporate gapping.

**Staffing:**
There are no staffing implications.

**Legal:**
There are no legal implications.

**POLICIES AFFECTING PROPOSAL:**

Not applicable.

**RELEVANT CONSULTATION:**

Staff has consulted extensively with the SHCI representatives in the development of this report.
CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, and economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. ☐ Yes ☐ No
Diversity and peace are supported.

Environmental Well-Being is enhanced. ☐ Yes ☐ No
Human health and safety are protected.

Economic Well-Being is enhanced. ☐ Yes ☐ No
Investment in Hamilton is enhanced and supported.

Does the option you are recommending create value across all three bottom lines? ☐ Yes ☐ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants? ☐ Yes ☐ No ☐ N/A
Strengthening Hamilton’s Community Initiative
Transition Implementation Committee (TIC)
July 2005

Mr. Ali Cheaib
President
Hamilton Council of Canadian Arabs
92 Mount Pleasant Drive
Hamilton, ON, L8W 3H1
Tel: (905) 575-1212 Ext. 3226 – W
Tel: (905) 385-5640 – H
Fax: (905) 575-2137
E-mail: ali.cheaib@mohawkcollege.ca

Mr. Badiuz Zaman
Community Organizer, SHCI
101-20 Congress Court
Hamilton, ON, L8K 5H7
Tel: (905) 573-7210 – H
E-mail: badiuzzaman2006@yahoo.ca

Chief Brian Mullan
Hamilton Police Services
155 King William Street
Hamilton, ON, L8N 4C1
Tel 1: (905) 546-4700
Tel 2: (905) 546-4710
Fax: (905) 546-4752
E-mail 1: bmullan@hamiltonpolice.on.ca
E-mail Nadia: nurciuoli@hamiltonpolice.on.ca

Mr. Brandon Hill
Aboriginal Student Advisor
Sir John A. Macdonald Secondary School
130 York Blvd.
Hamilton, ON, L8R 1Y5
Tel: (905) 528-8363
E-mail: brandonhill27@hotmail.com

Mr. Chuck Reid
Co-Chair
Superintendent
Hamilton-Wentworth District School Board
100 Main Street West
Hamilton, ON, L8N 3L1

Mr. Darrel Skidmore
CEO
United Way of Burlington & Greater Hamilton
177 Rebecca St.
Hamilton, ON, L8R 1B9
Tel: (905) 527-4576
Tel: Marilyn (905) 527-4576 Ext. 226
Fax: (905) 527-5152
E-mail 1: dskidmore@uwaybh.ca
E-mail Marilyn: mlupton@uwaybh.ca

Mr. Don Jaffray
Executive Director
Social Planning & Research Council
103-162 King William St.
Hamilton, ON, L8R 3N9
Tel: (905) 522-1148 Ext. 309
Tel: Sally (905) 522-1148 Ext. 308
Fax: (905) 522-9124
E-mail 1: djaffray@sprc.hamilton.on.ca
E-mail Sally: sprc@sprc.hamilton.on.ca

Mr. Dana Robbins
Editor in Chief
The Hamilton Spectator
44 Frid Street
Hamilton, ON, L8N 3G3
Tel: (905) 526-3482
E-mail: drobbins@hamiltonspectator.com
E-mail Pat: ppoling@hamiltonspectator.com

Ms. Evelyn Myrie
Chair
Hamilton Black History Committee
c/o Status of Women Canada
55 Bay St., Hamilton, ON, L8R 3P7
Tel: (905) 572-4169
Fax: (905) 572-4345
E-mail: Evelyn.Myrie@swc-cfc.gc.ca
Mr. Wayne Marston  
President  
Hamilton & District Labour Council  
1130 Barton Street East, Room 210  
Hamilton, ON, L8H 7P9  
Tel: (905) 547-2944  
Fax: (905) 547-2865  
E-mail: hdlc@cogeco.net

Ms. Maxine Carter  
Access and Equity Officer  
City of Hamilton  
120 King Street West, 9th Floor  
Hamilton, ON, L8P 4V2  
Tel: (905) 546-2424 Ext. 6419  
Fax: (905) 546-2652  
E-mail: mcarter@hamilton.ca

Mr. Javid Mirza  
Hamilton Mosque  
1545 Stone Church Road East  
Hamilton, ON, L8W 3P8  
Tel 1:(905) 383-1526  
Tel 2: (905) 574-9270  
Tel 3: (905) 574-7082  
Tel 4: (905) 383-0831 – C  
E-mail: javid@sevenstarsports.com

Ms. Madina Wasuge  
Program Manager  
Settlement and Integration Services Organization (SISO)  
Liuna Station, Lower Concourse  
360 James Street North  
Hamilton, ON, L8L 1H5  
Tel: (905) 521-9917 Ext. 306  
Fax: (905) 521-9216  
E-mail: mwasuge@siso-ham.org

Ms. Lorraine Carroll  
Coordinator of Special Projects  
Mayor Di Ianni's office, City of Hamilton  
71 Main St. W.  
Hamilton, ON, L8P 4Y5  
Tel: (905) 546-2424 Ext. 4007  
Fax: (905) 546-2340  
E-mail: lcarroll@hamilton.ca

Ms. Peter Szota  
Administrative Director  
St. Joseph's Healthcare - Centre for Mountain Services  
100 West 5th St.  
Hamilton, ON, L8N 3K7  
Tel: (905) 522-1155 X 5491  
Fax: (905) 381-5601  
E-mail 1: pszota@stjosham.on.ca  
E-mail Lynne: lmuirhea@stjosham.on.ca

Ms. Madeleine Levy  
110 Broad Leaf Crescent  
Ancaster, ON, L9G 3R8  
Tel: (905) 648-0951  
Tel 2: (905) 971-5987 -C  
E-mail: justmadeleine@sympatico.ca

Ms. Marg Kowalski  
Program Officer  
Citizenship & Canadian Identity, Ontario Region - Department of Canadian Heritage  
55 Bay Street North, 6th Floor  
Hamilton, ON, L8R 3P7  
Tel: (905) 572-4171  
Fax: (905) 572-4345  
E-mail: marg_kowalski@pch.gc.ca

Ms. Susan Goodman  
Consultant  
Policy Planning Plus Inc.  
112 Amelia St.  
Hamilton, ON, L8P 2V5  
Tel: (905) 529-9015  
Fax: (905) 525-6634  
E-mail: sgoodman@interlynx.net
Mr. Winston Tinglin  
Co-Chair  
3125 Pinemeadow Drive  
Burlington, ON, L7M 3T7  
Tel: (905) 331-9474 – H  
E-mail: winstont@hwn.org

Mrs. Carolann Fernandes  
95 Grey Friar Drive  
Hamilton, ON, L9C 4S4  
Tel: (905) 389-0017  
Fax: (905) 389-3299

Mr. Bob Thompson  
Manager, Treasury, Stelco Inc.  
386 Wilcos Street  
P.O. Box 2030  
Hamilton, ON, L8N 3T1  
Tel: (905) 527-8335 Ext. 3480  
Fax: (905) 777-7637  
20 North Shore Blvd.  
Burlington, ON, L7T 1A1  
Tel: (905) 528-2511  
E-mail: bob.thompson@stelco.ca

Corresponding Members:

Ms. Carolyn Milne  
President and CEO  
Hamilton Community Foundation  
700-120 King Street West  
Standard Life Building  
Hamilton, ON, L8P 4V2  
Tel: (905) 523-5600  
Fax: (905) 523-0741  
E-mail 1: c.milne@hcf.on.ca  
E-mail Anne: a.lupkoski@hcf.on.ca

Dr. Anne Pearson  
Co-Chair  
Hamilton Interfaith Council  
107 Victoria Street  
Dundas, ON, L9H 2C1  
Tel: (905) 628-6180  
E-mail: apearson@worldchat.com

Mr. Morteza Jafarpour  
Executive Director  
Settlement and Integration Services Organization (SISO)  
Liuna Station, Lower Concourse  
360 James Street North  
Hamilton, ON, L8L 1H5  
Tel: (905) 521-9917  
Fax: (905) 667-7477  
E-mail: morteza@siso-ham.org

Ms. Monica Quinlan  
Community Development and Agency Relations  
United Way of Burlington & Greater Hamilton  
177 Rebecca Street  
Hamilton, ON, L8P 4S6  
Tel: (905) 527-4543 Ext. 223  
Fax: (905) 527-5152  
E-mail: mquinlan@uwaybh.ca

Ms. Shirley M. Elford  
Clairford Studio Glass  
294 Lake Ave. N  
Hamilton, ON, L8E 3A2  
Tel: (905) 561-7699  
Fax: (905) 561-1969  
E-mail: selford@clairfordglass.com

Dr. Gary Warner  
Arts & Science Programme  
C-105  
McMaster University  
1280 Main Street East  
Hamilton, ON, L8S 4K1  
Tel: (905) 525-9140 Ext. 24656  
Tel: (905) 521-0017 – H  
Fax: (905) 527-3731  
E-mail: warner@mcmaster.ca

Staff:  
Kathryn King, Project Manager  
1 Hughson St. N., Ground Floor  
Hamilton, ON, L8R 3L5  
Tel: (905) 546-2424 Ext. 7931  
Fax: (905) 540-5757  
E-mail: kking@hamilton.ca
## Hamilton Centre for Civic Inclusion

### Three Years Operational Budget

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Strengthening Hamilton’s Community Initiative (SHCI):
From Concept to Action
November 2001 to March 2005

FINAL REPORT
OF THE
PROJECT MANAGER

August 2005

Prepared by
Kathryn King R.N. BScN
Project Manager

With the assistance of:
Barbara J. Smoke, Administrative Coordinator /Communications Assistant

In collaboration with SHCI Chairs:
Dr. Gary Warner, McMaster University,
Mr. Chuck Reid, Superintendent of Education, Hamilton Wentworth District School Board
And Mr. Winston Tinglin, Consulting Services
Table of Contents

Acknowledgements

Focus of the Report

PART I: About Strengthening Hamilton’s Community Initiative
What did the SHCI Set Out to Do?

a. Introduction to the SHCI
b. The Original Concept
c. Operational Structures
d. Staffing and Funding

PART II: From Concept to Action
How did the SHCI do it?

e. The Emergent Model
f. Animateurs and Committee members
g. Branding the Vision
h. Community Dialogue
i. Lessons Learned

PART III: Strategic Activities across Sectors and Communities
What the SHCI did, and did not, Accomplish?

j. Directive-Based Action
k. Community Recommendations for Action
l. Catalyst Event and Activities
m. Limitations

PART IV: Sustainable Outcomes
What did the SHCI Learn?

n. Laying the Foundation
o. Community Advisory Councils
p. Community Organizers Project
PART V: Transitioning to the Future
What should be done differently in the future?

t. Challenges
u. Evaluation
v. Transition Planning

In Summary

Appendices
Acknowledgements

Being project manager for the Strengthening Hamilton’s Community Initiative (SHCI) has been an extraordinary experience. It has given me the opportunity to share in the implementation of a vision with the promise of making this a uniquely inclusive city, free of racism and hate.

I have had the privilege of working with individuals who grasped this vision and have had the determination to make it so. These individuals have come from all walks of life – from all levels of influence, from every sector and economic strata, from all faiths and from many of the dozens of ethno-racial groups that make up the fabric of our local society. They have brought the will and resolve to work collectively to strengthen Hamilton’s community. I have witnessed their countless hours of hard work and effort, and the gifts of time and resources, that they committed to make the SHCI vision a reality.

It is difficult to begin to tell this story, from my perspective, without acknowledging the work of all these individuals. Responding to the outstanding leadership of both Mayor Bob Wade and Mayor Larry Di Ianni, there were literally hundreds of volunteers. The most obvious were the members of the Community Roundtable, the Working Committee and the Strategy Teams. The Animateurs and Community Organizers committed extraordinary effort. Also to be recognized are the thousand and more students and city residents who participated in the forums and dialogues to tell us how to proceed to combat racism and break down the barriers in our midst. Their stories and their courage inspired us all.

In addition, I would like to acknowledge the funders and supporters that made this work possible. Although I can only provide a partial list here, I would like to express gratitude to Carolyn Milne Chief Executive Officer and President of the Hamilton Community Foundation, Winston Tinglin, past Chief Executive Officer of the United Way of Burlington & Greater Hamilton, Marion Emo, Executive Director of the Hamilton District Health Council and Marg Kowalski, Project Manager for Canadian Heritage, all of whom ensured that there were enough resources to make meaningful change. Joe-Anne Priel, General Manager for the City of Hamilton Department of Public Health and Community Services, followed suit with ongoing commitments for staffing and additional space. The Chiefs of Police, Ken Robertson and his successor Brian Mullan, facilitated many donations and set the bar for institutional change. Other key supporters – Dana Robbins Editor-in-Chief of the Hamilton Spectator and Patrick O’Hara General Manager of CHtv – kept the initiative in the public eye and changed the reflection of our diverse community in the media.

Finally, for assistance with this report, I would like to thank the three chairs that worked closely with me to accurately tell the story of the SHCI: Dr. Gary Warner, Chair of the Research, Evaluation and Dissemination Team, and Winston Tinglin and Chuck Reid, Co-Chairs of the Transition Implementation Committee. Barb Smoke, the Initiative’s Administrative and Communications Coordinator, provided her technical expertise, while the members of the RED Team provided support for the framework of the report.
Extraordinary partnerships have been key to the development and success of the SHCI. I was pleased to have the opportunity to play a part in these collaborations.

**Focus of the Report**

This report will provide an overview of the three and have year term of the Strengthening Hamilton’s Community Initiative (SHCI). It will address the following five key questions.

I. What did we set out to do?
II. How did we do it?
III. What did we, and did we not, accomplish?
IV. What did we learn?
V. And if we had to do it again, what could we do differently?

This report utilizes a concept diagram (highlighted on page 8 of this report) as a framework to describe the achievements of the Strengthening Hamilton’s Community Initiative. Each bubble, arrow and text box captures key organizational structures and processes that were realized as the Initiative moved forward through time. By beginning with a review of these concepts and describing their development, the story of the SHCI unfolds.
PART I: About the Strengthening Hamilton’s Community Initiative
What did the SHCI set out to do?

a. INTRODUCTION TO THE SHCI:
The beginning....

The SHCI was created in response to a number of disturbing incidents that occurred in our city in the aftermath of September 11, 2001. While the citizens of New York City were trying to overcome their shock, our city became a victim of hate. Three days following the fall of the Trade Tower Buildings our city experienced the burning of the local Hindu temple and attacks on one of our mosques. These acts of hate created communities in our city whose daily lives became cloaked in a climate of fear and distrust. As a result of these tragic events, Mayor Bob Wade convened a group of seventy concerned citizens and community leaders. These champions came from a variety of sectors. Their diversity mirrored our community, their bond was a common commitment to improve understanding and promote more harmony throughout the city.

These champions became known as the Community Roundtable. Meeting every three months, they launched a community-wide initiative that to enhance safety, acceptance and harmony amongst citizens of our city. In creating the Strengthening Hamilton’s Community Initiative, the Roundtable enunciated a vision of promoting “A vibrant and harmonious community that values our racial, religious and cultural diversity; that fosters respect and encourages public dialogue; a community in which people are enabled to become active participants and contributors.”

This vision began to take life as the Roundtable embraced the role of championing the initiative, ensuring accountability and providing guidance while mobilizing the community to action.

Members of the Roundtable recognized that there is no quick fix for racism, but they believed in their ability to create long-term change. Through focused measurable goals, they were committed to positively re-define our cities social environmental landscape. The following goals were established:

- The short-term goal was “to build and strengthen our community and our capacity for understanding, mutual respect and unity amongst the diverse constituencies of our city.
- The long-term goal was “to continue to build and strengthen our community by enhancing our respective capacities to integrate, contribute and participate in civic life.”

Four key directives were identified. These were to:
- Promote the safety and security of all residents of Hamilton
- Develop broad-based strategies to combat racism
- Foster inter-faith, inter-cultural understanding and respect
• Foster civic leadership

Once the vision, goals and directives were established, a conceptual framework mapping a course of action was developed and approved. The work came to life. On the eve of the International Day for the Elimination of Racism and Discrimination in March 2002, Mayor Wade issued a "Call to Action", inviting all Hamiltonians to participate in dialogue and activities to strengthen our community.
The Communities of the City of Hamilton

Promoting Leadership

Combating Racism

Safety and Security

Interfaith/cultural Understanding and Respect

Community Projects

Community Projects

Community Projects

Building Relationships Fostering enduring and inclusive civic participation

Working Committee

Implementation Groups

Community Roundtable Consisting of Multiple Sector Members

Diagram 1: Conceptual Diagram – the Egg Framework
b. THE ORIGINAL CONCEPT: The Egg Framework...

Based on key concepts that were emerging from initial dialogue that took place at the Community Roundtable and the Working Committee, the projects administrative leaders, Winston Tinglin, the Working Committee Chair, Dr. Gary Warner and Kathy King, Project Manager, developed the original concept framework. It served as a road map to lead discussions in the development of the Initiative.

The conceptual diagram, also known as the Egg Framework (See Diagram 1: Conceptual Diagram – The Egg Framework), captures all of the City of Hamilton. Noted in the egg shaped boundary is the notation “the Communities of the City of Hamilton”. This is a recognition that the City of Hamilton consists of many diverse communities and constituencies.

At the top of the egg is the title “Strengthening Hamilton’s Community” which clearly outlines the purpose of the initiative.

Under the SHCI title is a bubble that outlines the two key approaches. These were to:
- Build relationships
- Foster enduring, and inclusive civic participation

Four strategic directions, denoted by the arrows in the diagram were identified and applied the key approaches. These strategic directions included:
1. Promote the safety and security of all residents of Hamilton
2. Develop broad-based strategies to combat racism
3. Foster interfaith and intercultural understanding and respect
4. Foster civic leadership

Emerging from the lines of the strategic directives are four smaller bubbles labeled “Community Projects”. It was anticipated that a series of projects and sub-initiatives would evolve in the course of the work of the SHCI. Some of the community projects would be directed by the SHCI. Others would be conceived and managed by community partners.

At the bottom of the egg framework, situated at the base of the directives and project lines, are the operational structures that supported and carried out the work:
- The Community Roundtable set overall direction and priorities; built support through various sectors, community networks and community dialogues
- The Roundtable’s Working Committee oversaw implementation; it included 10 volunteer “animateurs” who mobilized community action on specific projects
- 10 Animateurs and Strategy Teams consisting of key experts and community members developed and implemented strategies to address the issues and achieve outcomes
- A small Implementation Team, lead by the project manager and administered by the United Way, provided day-to-day support, co-ordination and community outreach.
• A Resource Group consisting of some members of the original senior human services managers and the Working Committee, assisted in finding financial and in-kind resources and in resolving logistical issues

c. OPERATIONAL STRUCTURES:
Community Roundtable, Working Committee and Implementation Groups

As indicated in the description of the conceptual framework, the Initiative developed basic organizational structures to support its endeavours. *(See Appendix 1: Organizational Structure)*

The organizational structure had three levels of decision-making: the Community Roundtable which was responsible for policy, the Working Committee that coordinated all aspects of the initiative and a third level addressing implementation. The roles and responsibilities of each of these were as follows:

**Community Roundtable - Policy:** The vision, policy and strategic directives were set and monitored by the Community Roundtable. Accountable to the community at large, the Community Roundtable was responsible for setting the priorities and steering all aspects of the initiative. Accountability was interpreted as the need and mandate of the SHCI to respond to issues expressed by the community; to implement changes to address these issues; and to report back regularly with opportunities for the community to give input on progress.

**The Working Committee - Coordination:** The Working Committee was the operational arm of the Community Roundtable. It was comprised of members of the Community Roundtable or their delegates, along with the project staff. Chaired by Gary Warner, the Working Committee was responsible for coordinating all aspects of the Initiative, securing funding, developing proposals and overseeing the implementation of all project activities. This group met regularly to develop materials, tools and action plans. It was directly accountable to the Community Roundtable.

**The Implementation Groups - Implementation:** The Implementation Team, the Resources Group and the Animateurs Group were responsible for the implementation of the Initiative.

**The Implementation Team** was comprised of a manager, other staff and community consultants on anti-racism. Members of this team included Maxine Carter from the Access and Equity Office of the City of Hamilton and Carolann Fernandes, a community volunteer. The team was overseen by Winston Tinglin, Chief Executive Officer of the United Way of Burlington & Greater Hamilton, with the support of leaders of other community organizations. *(See Appendix 2: Supporting Organizations)* Accountable through the Working Committee to the Community Roundtable, this group was responsible for all the day-to-day operations of the Initiative.
The Resources Group was comprised of senior managers from government, community funders and agencies and members of the Working Committee. It was responsible for providing ongoing advice and support regarding the overall operational direction of the Initiative, with a particular focus on the development of resources and other supports. This group was responsible for helping the project get off the ground and its continued support helped maintain operational and financial viability. Working with the Implementation Team, the Resources Group provided advice and shared expertise with the Working Committee.

The Animateurs’ Group consisted of leaders of strategy teams selected by the Working Committee. These were individuals who took responsibility for bringing people together in an inclusive way, empowering and mobilizing them to generate ideas related to their strategy team mandate, in order to achieve the agreed-upon outcomes as established by the Community Roundtable. Animateurs were accountable to the Working Committee.

d. STAFF AND FUNDING:

Resourcing the Implementation…

The mayor and the senior human services managers recognized the need for substantial funds to support the work. The Hamilton Community Foundation and the United Way of Burlington & Greater Hamilton provided seed funds for administration and supply costs for the start up of the Initiative. The Hamilton District Health Council provided office space. The City seconded the project manager from the Department of Public Health and Community Services to the United Way as the City’s in-kind contribution.

Engagement of diverse community members in activities and decision-making processes of the Initiative was a priority. This was essential for the facilitation of effective, meaningful community input to address racism. One of the early tasks of the project manager was to obtain funds to hire sufficient staff to support this work. Several proposals were developed and major funding was obtained from Federal Department of Canadian Heritage, the Hamilton Community Foundation, the United Way, the Ontario Trillium Foundation and the Community Mobilization Program of the Federal Department of Public Safety and Emergency Preparedness. (See Appendix 3: Final Budget Summary)

Community outreach facilitation was key to SHCI’s success in engaging the diverse communities and the public-at-large. The community outreach facilitator and the community development coordinator provided continuous support to volunteer members and organizations for SHCI events. Under the leadership of the project manager, the SHCI team consisted of the following:

- Community Outreach Facilitator – 1.0 FTE January 1, 2003 to September 30, 2004
- Community Development Coordinator – 1.0 FTE May 15, 2003 to December 31, 2004
- Administrative Coordinator - 1 FTE January 1, 2003 to September 2, 2005

As the need arose, the administrative coordinator also assumed the responsibility of coordinating communications for the Initiative. With a change in staff in mid-November
2003, Human Resources and Skills Development Canada was approached to develop a Job Creations Partnership proposal. Funds for the Community Outreach Facilitation Project from Canadian Heritage were combined with the Job Creation Program grant to provide a yearlong contract for the Administration/Communications Coordinator. This formed a partnership between the following organizations:

- Canadian Heritage Department
- Human Resources and Skills Development Canada
- United Way of Burlington and Greater Hamilton
- Hamilton District Health Council
- Strengthening Hamilton Community Initiative

The project manager, in collaboration with Munawwar Bakht, assistant accountant in Accounting and Administration at the United Way of Burlington & Greater Hamilton managed the budget. This involved the creation of monthly statements and regular meetings to monitor spending. Routine updates were also provided to the Working Committee and quarterly reports were submitted to the Community Roundtable.

The original budget accounted for a range of activities that developed over the course of the initiative. The resources that the SHCI utilized were categorized under five headings. A composite of all budget items and funders is attached to this report. (See Appendix 4: Budget Components).

- A. Project team Staff
- B. Community Dialogue and Action Planning
- C. Marketing Communications and Recognition
- D. Community Projects and Action Plans
- E. Evaluation Dissemination and Transition

As each project proposal was developed, the requested funds were reflected in the one of the above noted categories. For example, the Community Outreach Facilitation proposal, funded by Canadian Heritage for $207,440, covered some of the costs in each of three categories - Project Team Staff; Community Dialogue and Action Planning; and Community Project and Action Plans. As funds were acquired through grants and donations, the amounts were recorded and reported in the budget overview. Similarly, in-kind resources such as those provided for the project manager by the City of Hamilton were also reflected in the overview. Budget reports summarizing the financial activities were submitted to the Community Roundtable quarterly.

By the end of March 2005, ninety-three percent (93%) of the entire $939,862 forecasted budget was provided through a variety of grants and in-kind resources. In the fall of 2003, all in-kind resources, donations and volunteer hours were estimated to the end of the Initiative, and this estimate topped to over 1.2 million dollars.
PART II: From Concept to Action
How did the SHCI do it?

e. THE EMERGENT MODEL:
Building Relationships to Address Barriers to Inclusivity....

As previously indicated, community input was critical in the development of the working model. It was essential to find effective processes to obtain and use valid input from the community at large, particularly those with the felt experience of racism and discrimination. This was a challenge due to a perception in of some members of diverse communities that the leaders at the Community Roundtable were not familiar with the issues and related impact of racism and discrimination in the grassroots of our community.

“(One) man said that, as a Muslim, he feels more like the object of the SHCI than a partner. He said that immigrants receive the information once committees are formed and that there are barriers that prevent them from playing a leadership role in SHCI. Another asserted that everyone had to be involved in the process to ensure diversity.”

Community Dialogue Participants
Centre de Sante,
October 25, 2002

The challenge to ensure the effective transfer of community input to action was addressed by adopting the following steps:

1. The animateurs orientation and strategy team building process occurred simultaneously with the Community Dialogues – October and December 2002.

2. The community dialogue data was made available to the animateurs and the strategy teams by early December of that year.

3. The data was compiled according to subject area and subsets of the data were categorized under the four strategic directives: safety and security, addressing racism, interfaith/intercultural understanding and respect, and community leadership.

4. To ensure all community dialogues were not restricted to the four directives or four themes of the Initiative, community members were always invited to add other topics to these open discussions. As a result, the data analysis of these community sessions revealed an additional four themes, participation, education, access and equity as well as accountability.

5. Each subset of data was distributed to the lead animateurs according to their directive/strategy responsibility i.e. safety and security, combating racism, interfaith/cultural understanding and respect, and promoting leadership.
6. The animateurs then worked with their respective strategy teams on the data to analyze the input and make recommendations. This process of blending sector representatives and community members on strategy teams ensured that a broader range of community members had direct involvement in decisions and agreed action.

7. The animateurs then brought their sets of recommendations to the Working Committee for discussion. These recommendations provided the foundation for the creation of the recommendations report to be received by Community Roundtable.

8. The recommendations report was presented in draft form for approval to the Community Roundtable in February 2003. With approval by the Community Roundtable, the recommendations for community action plans and activities were to be fully implemented.

9. A report back to the community was made March 20, 2003. It included a mechanism for feedback and input on the recommendations in the form of “conversation circles” lead by the animateurs with attending members of diverse communities and sectors.

The objective was to ensure community engagement in creating the actions intended to address racism. This community dialogue, animateur/strategy team review and Community Roundtable approval was repeated in varying degrees within each of the strategies throughout the course of the initiative.

“Animateurs did work with astonishing speed. We were able to resolve matters and then report back to the main body…discussions were time consuming but were done in time.”

Interfaith/intercultural Understanding and Respect Strategy Team Member

Beginning with dialogue in 2001-2002, the Mayor’s “Call to Action” culminated in over forty-five activities across all the sectors, the following is a description of these activities. (See Appendix 5: Summary of Directive-Based Actions from 2001-2005)
Diagram 2: SHCI Community Input and Decision-making Process

f. ANIMATEURS AND COMMITTEE MEMBERS:
Committed Leadership and Volunteerism…

All members of SHCI committee and other volunteers were expected to adopt the following principles:

- We are concerned citizens, leaders and advocates
- We are committed to making a difference
- We are together to mobilize a community process
- Together we act as facilitators and capacity-builders
- We recognize the need to build trust and inclusively into all processes
- We represent a balance of male and female voices.
- We are committed to values expressed in the vision statement.
- Inclusive voice is a long term goal

The extent to which community members and leaders were involved in SHCI is documented in several ways as seen in Appendix 5 “Summary of Directive-Based Activities”. These activities have involved hundreds of individuals across most sectors of the community.

The Community Roundtable list for SHCI membership delineated each individual and the institution, organization or network they represented. Of the sixty-eight members on the list, the average attendance at the Roundtable remained around thirty-five throughout the course of the Initiative. Twenty-four of these representatives were members of the Working Committee, which met about every six-eight weeks. The average attendance of this committee was about fifteen. Considering the length of the Initiative and the nature and depth of the work, the consistent attendance levels reflected the ongoing momentum.

The initial group called by Mayor Wade to the first Roundtable stayed committed throughout the course of the Initiative. Additional members were brought to the table in a variety of ways - as delegates of specific faith, cultural or ethno-racial groups, as sector resources, or as newly emerging community or sector leaders. Membership candidates were considered and recommended by the Working Committee to the Community Roundtable. The Mayor, as chair, introduced new members on a regular basis.

The process for membership included the following steps:

- Requests for membership on the Community Roundtable came to participating members
- Member brought requests to the Working Committee via the project manager
- Requests were discussed in Working Committee under a standing item “Membership”

Ongoing analyses of constituencies represented at the table were maintained by the Project Team and reported to the Working Committee under “Membership”
Community Roundtable members come from various sectors, and provided a variety of skills, networking ability and perspectives. They were expected to do some, if not all, of the following:

- Engage a broad cross-section of community to obtain contributions
- Assist with mobilizing resources within their sector or constituency
- Promote community ownership of the SHC Initiative through inclusive public dialogue and communications in broadening affiliations
- Promote community ownership through the encouragement of community projects and generation of initiatives in their respective networks /sectors
- Provide a strong link to other existing planning and coordinating body

“I found Community Roundtable meetings worked, in general, very well. A very inclusive atmosphere was created which allowed members of many communities and identities to take active part. Although the pace of such meetings is often necessarily slow, I still felt they worked well and achieved surprising amounts of progress.”

Community Roundtable Member

The Working Committee, a group of a maximum twenty-four members including the Project Team, were initially selected by the Administrative Leads based on the need to have a balance of sector and community leaders at the table. Animateurs were members of the Community Roundtable and the Working Committee. They took on responsibilities to ensure that specific outcomes were achieved. These members were able to do some, if not all, of the following:

- Provide advice on, and assistance with, the development and coordination of strategies to address goals and strategic directions
- Provide advice on, and assistance with, public relations activities
- Provide advice on, and assistance with, the identification and securing of financial and other resources to ensure the SHC Initiative is adequately supported
- Ensure effective communication with their counterparts on the Roundtable

Animateurs were responsible for creating strategy teams comprised of a membership comprising sector representatives and diverse community members. Their mandate was to assess the findings of the community dialogues, consider SHCI strategic strategies and determine recommendations for action. This work began in the fall of 2002. The community outreach facilitator and community development coordinator were assigned to animateurs and strategy teams to assist with outreach and to support the activities carried out by each team.

g. **BRANDING THE VISION:**

Getting the message out….

The SHCI formed a partnership with the Hamilton and Regional Arts Council (HARAC), and received $5000 in funding from the office of the Honourable Sheila Copps, Minister of Canadian Heritage. This partnership resulted in the announcing of a community competition to develop a logo for the Initiative in the summer of 2002. Artists residing in the City of Hamilton were eligible to enter the competition. The challenge was to create a logo
that represented the goals of the SHCI. Jury members included a number of Community Roundtable and HARAC members:

On September 17th, 2002 the winning entry was chosen from among thirty-three submissions. The SCHI was pleased to announce that Ivan Cvetanovic won the logo competition. Ivan’s design most clearly defined the spirit, values and goals of this initiative. The second place winner was Clarence Porter.

The logo became synonymous with SHCI and was used henceforth on all print media including letterhead, envelopes, posters, banners and advertising. CHTv also use the logo on public services announcements (PSAs) supporting the SHCI. These community announcements began their run on March 20, 2002. The PSA has aired several times each evening on CHTv since that time.

“By virtue of the fact that there’s messaging around SHCI, I like the fact that it’s still being promoted on the TV. You hear about it periodically on radio and in the press. What it does is it keeps the whole concept of what the goals are in terms of SHCI up front…. that helps me in my advocacy…”

Education Strategy Team Member

h. COMMUNITY DIALOGUE:
Fostering Enduring and Inclusive Civic Participation

Early in the course of the initiative, when the Mayor issued the “Call to Action” at the public launch in March 2002, community dialogue was cited as the key activity by which residents of Hamilton could get involved. Subsequently, a series of community forums were piloted in June 2002 and carried out in full scale in the fall of 2002. Their purpose was to encourage open dialogue on a set of short-term outcomes and activities (See Appendix 6: Short term Outcomes, Activities and Animateurs). The goal was to establish better understanding of the key issues identified by the Roundtable, gather additional suggestions for strategies and garner support and commitment from individuals to participate in a variety of activities within the Initiative. This dialogue was to help engage leaders in diverse communities and give residents an opportunity to participate in this important civic activity.

“… The Community Dialogues…began to cement the credibility of the initiative because the opportunity was there for anyone in the community to come and participate. You didn’t have to be a member of the Community Roundtable.”

Research, Evaluation and Dissemination Team Member

Funded by the Hamilton Community Foundation, two community developers were hired to do extensive outreach to prepare the diverse communities and the public at large to participate in the community dialogue sessions. Community Roundtable member networks and other community channels were used to foster participation in the events.

Through the outreach and dialogue processes, community members were invited to play a part in the SHCI. As individuals came forward to take on leadership roles, they were trained
to facilitate or record the dialogues. Others who volunteered to work on specific issues were connected with animateurs to contribute in other strategies. Staff of the SHCI and other agencies such as Social Planning Research Council, the City of Hamilton and Hamilton Police Services provided the appropriate support for this process.

Media resources involved in the Initiative as well as others associated with the project advertised the sessions to targeted groups as well as to the public at large. Where possible other connections were made for donations of space for the sessions.

There were fifteen sessions held amongst diverse community groups who self-selected themselves through the outreach processes and another eleven sessions geographically dispersed across the City of Hamilton. In the first set of sessions, the objective was to have fair representation of youth, seniors and women, as well as ethnic, racial and religious minority groups. These sessions were run concurrently with a second set of public sessions for all Hamilton residents.

In addition to the dialogue sessions, findings from the Mohawk-McMaster Student Forum on Anti-racism (November 14, 2002) and the Open Space Technology Seniors Meeting (October 18-19, 2002) contributed to the community dialogue findings. In total nine hundred and forty people, as well as the original sixty Roundtable members, participated in the community dialogues.

Analysis of the data generated from the dialogues illustrated four overriding themes. These were education, equity/access, participation and accountability. Education was viewed as the primary mechanism to foster attitude changes in the general public. There was a recognized need to provide tools to institutional leaders interested in implementing anti-racist policies and it was viewed as important to promote the need for anti-racism initiatives in Hamilton. The dialogues identified a need to create, review and renew policies related to equity and access. There was a specific need to address policies related to race-based discrimination in all sectors. Participation was seen as a direct result of access and equity and viewed as crucial to the well being of Hamilton in the long-term. A final over-riding theme that emerged was that of accountability. (See Appendix 7: Community Dialogues Report Executive Summary)

Animateurs responded by developing recommendations and activities specific to these powerful community-based themes. By creating actions based on community input, project accountability was addressed. The success of these sessions resulted in facilitating community dialogue being adopted as a key approach of the SHCI. Several issues arose that required facilitated discussion between affected community members and key leaders of the SHCI. SHCI adopted a role in advocating for dialogue between community groups and in some cases, fostering mediation for the purpose to get groups to the table. Facilitation became an increasingly important role for SHCI. For example, following a knife attack on a gay South Asian businessman, Mayor Di Ianni called an emergency Community Roundtable meeting to dialogue and plan action with the gay lesbian bi-transsexual community.

In some cases, the success of this approach necessitated limits be set to ensure that responses from SHCI reflected on local issues and not international situations. For
example, there were incidents such as bombings by terrorists around the globe, for which the SHCI was called upon to comment because of potential repercussions between the immigrant communities here. Limited responses to these requests were needed to maintain the focus on Hamilton-based issues.

To summarize, numerous venues and facilitation techniques were developed in which dialogue was fostered:

- Mayor Larry Di Ianni, successor to Mayor Wade, and Dr. Gary Warner chaired official meetings of the Community Roundtable and the Working Committee. Key issues and directives were discussed and input sought from a wide cross-section of the community. Animateurs and Strategy Teams developed recommendations and activities that were discussed by experts in specific fields and members of the diverse communities.

- Issue driven dialogue occurred on several occasions. Community driven concerns required meetings of the Roundtable or SHCI sub-group/special interest groups in order to develop strategies to address these issues. Examples include:
  - the stabbing of a man of colour in a sexuality–based hate crime;
  - the concerns over a potential rise in Anti-Semitism related to the release of the movie The Passion of Christ;
  - and the increase in tensions between the Muslim and Jewish communities due to international events.

- The concept of conversation circles was used in a variety of settings including:
  - the SHCI launches and open forum reports;
  - at the Java Fair Café in Dundas throughout the winter of 2003;
  - and for the Indian Faith Communities in November 2003.

- Small work groups at Community Roundtable meetings included guests from several diverse community groups. Examples of how these groups assisted include:
  - the development of community engagement strategies in June 2003;
  - the determining of priority issues in September 2004
  - the development of transition plans in February 2005

- Focus and feedback groups were facilitated in workshops, examples include:
  - McMaster-Mohawk Youth Forums in the 2002-2003 school year,
  - Community Organizers in their respective groups throughout 2004;
  - and the legal Workshops facilitated by the Community organizers in December 2004 and February 2005

The opportunities described above represented the increasing ties that were created between community grassroots leaders and the city’s institutional leaders. The SHC successfully instigated community advisory councils, directive driven strategy teams, ad hoc committees and issue driven community dialogue sessions that resulted in grassroots leaders being in direct contact with institutional administrative decision-makers of our city.
In addition, the work of the community organizers, in collaboration with key sector leaders, has built leadership capacity in our diverse community that has lead to creating grassroots solutions to complex community challenges.

i. LESSONS LEARNED:
Community-based Projects to Address Racism in Other Cities...

One of the necessities in moving an initiative like the SHCI forward was to learn what other communities had done to address similar issues. With funding from the Hamilton Community Foundation, a researcher, Charles C. Smith, was hired to fulfill this requirement.

The subsequent report, Hamilton at the Crossroads: Anti-racism and the Future of the City—“Lessons Learned from Community-based Anti-Racism Institutional Change Initiatives”, reviews how other urban areas supported community-based anti-racist work. The report also examined the implications of these initiatives to the Hamilton Community and draws upon promising practices developed in urban centres in the United Kingdom, the United States and across Canada. The purpose was to provide references to polices, programs and activities could be transferred to the Hamilton community. (See Appendix 8: Hamilton At the Crossroads: Executive Summary)

Many of the challenges in the anti-racism work reviewed in this report address circumstances similar to what is going on within Hamilton through the efforts of such organizations as the Working Group on Racial Equity, the United Way of Burlington and Greater Hamilton, the Settlement and Integration Services Organization (SISO), and the City’s Advisory Committee Against racism.

Key points from lessons learned were shared with the community at the March 20, 2003 launch of the implementation phase. The research indicated a number of factors that contribute to the success of initiatives like SHCI.

- Strong and effective leadership.
- Strong communities.
- Broad community involvement
- Key role for local government.
- Collaboration to change organizations from within.
- Provision of education and training on racism issues.
- Education of the public.
- Safer and more secure communities.
- Clearly delineated roles and responsibilities for volunteers, partners and staff.
- Accountable for making it work and keeping the faith.
PART III: Strategic Activities across Sectors and Communities  
What did the SHCI Accomplish?

j. DIRECTIVE-BASED ACTION:  
Strategies and Actions to Address the four SHCI Priorities….

Considering the scope of the initiative and the pervasive nature of the issues to be addressed, animateurs and their strategy teams developed many different activities, events and projects based on the original strategic directives and on input received from community dialogues. These were categorized under each of the four directives of the initiative:

- safety and security;
- combating racism;
- fostering inter-faith inter-cultural understanding and respect;
- and fostering civic leadership.

Each animateur prepared a work plan based on the identified short term strategic outcomes within their respective mandates.

Following the integration of the community input in to the work plan and the approval of the recommendations by the Community Roundtable, animateurs announced the activities that they would undertake for 2003 through 2004. As in the past, the Eve of the International day for the Elimination of Racism and Discrimination in March was used to announce these projected activities. A report on progress of these intended actions was proposed on for the same occasion the following year. (See Appendix 9: Update on Activities in 2003-2004).

Community outreach processes, carried out by the community development coordinator and the community outreach facilitator, provided support for the involvement of diverse community members in activities generated by and for the SHCI. The Community Roundtable and the animateurs, as well as other organizations in the community, implemented the action plans and activities to achieve the strategic outcomes and general directives of the Initiative. The majority of these activities were conducted in the implementation phase, from 2003 through 2004.

k. COMMUNITY RECOMMENDATIONS FOR ACTION:  
Community Projects Based on the Dialogue Themes...

Community input was paramount to decision-making within SHCI. The Community Dialogues were held between September 30, 2002 and November 22, 2002 in order to furnish opportunities for community members to provide input into the decision-making. The sessions also provided opportunities for residents of the city to come together and discuss issues that affected them; to gauge support and to provide data, which was analyzed and sorted for distribution to the animateurs and strategy teams. This information was used to make recommendations and create action plans for 2003. Finally the dialogues provided an opportunity for community members to connect, volunteer and contribute in the strategies for which they expressed interest.
Subsequent to this input, SHCI and the Animateurs developed numerous activities to address the community dialogue themes of Participation, Accountability, Equity and Access, and Education. (See Appendix 10: June 28 2005 Community Roundtable PowerPoint).

Participation was addressed through several activities to ensure that community members were included in SHCI activities and able to give input to decision-making processes.

The Community Engagement Strategy Team was created in spring 2003 to coordinate community engagement and work in collaboration and be a resource to the other strategy teams. One key tool developed to assist other teams with community engagement was the Community Advisory Council Template. Drafted from the procedures and forms created to assist the Police and Media in establishing their diverse advisory committees, it became a key element in ensuring community transparency.

In an effort to address the issues of Equity and Access, the Community Organizers Volunteer Project was implemented as one of the key strategies of the Community Engagement Team. Their goal was to reach the most marginalized constituent groups of our city. The objective of the Community Organizers work was to have volunteers build leadership capacity by working with their communities to:
- assess priorities,
- develop activities to address issues and needs;
- and bring key issues to the attention of the Community Roundtable.

Thirty-five individuals from diverse communities expressed interest, fourteen applied and were interviewed, twelve were trained and eleven continued to attend training sessions and work closely with their communities throughout 2004. Volunteers are mentored by the community outreach facilitator and community development coordinator.

Initial findings indicated that inability to overcome barriers to employment was the foremost concern followed by issues of housing, health and education. The Working Committee was apprised of these issues for the purposes of developing priorities for action in the next phase of the Initiative. Two community organizers were appointed to sit on the Transition Implementation Committee.

To address the community dialogue theme of accountability, there was a need to have regular reports back to the community. It was also important to support community events that illustrate the SHCI vision of combating racism. SHCI maintained accountability to the community by fulfilling its commitment to provide progress reports every six months. For each event, there was:
- The utilization of over nine hundred e-mail addresses across the diverse communities ensured blanket communication of key events
- A mechanism for dialogue and input e.g. conversation circles, story telling, or panel discussions
- Significant community attendance and participation at each event
- Ongoing evaluation, feedback and the recruitment of volunteers at each event
The attendance at the following events provides an indication of the success of the SHCI community outreach:

- March 2002 – Launch of the SHCI – 120 registered, 245 attended
- March 2003 - Launch of the Implementation Phase – 60 registered, 120 attended
- September 2003 - Media Launch of the Community Advisory Council Call for applicants and SHCI Televised Forum – 150 diverse community members attended plus 50 Roundtable Members
- November 2004 - Anniversary Report and Display of Accomplishments – 80 attended

There was an increasing involvement in SHCI activities:

- June 2002 -1800 responses to the Hamilton Spectator survey on Racism and Discrimination
- November 2003 - 90 attendees at the Launch of the Report on the Youth Forums at City Hall
- November 2003 and February 2004 - 400 attendees at the two Interfaith/ intercultural events
- December 2003 - 16 applicants to the Community Organizer Volunteers Project
- January 2004 - 50 applicants for the Police Community Advisory Committee
- March 2004 - 49 applicants to the Media Community Advisory Committee
- December 2003 to February 2004 - 35 attendees overall to the three Anti-Racism training sessions
- March 2005 - 38 entries to the Hamilton Youth Media Contest on Anti-racism

A full listing of all events held by the SHCI and those in which SHCI was a partner is included in the appendices (See Appendix 11: SHCI Events and Activities 2001-2005)

Tools and templates were created and provided to the community to support the education around key issues. The following resources were developed:

- Anti-racism Framework (draft)
- Evaluation Training Manual for Animateurs and Community members
- Community Advisory Council Template (under development)
- Ontario Partnership Against Racism Model (OnPAR) developed by the Youth of McMaster University and Mohawk College
- Community Organizers Training Manual

I. CATALYST EVENTS AND ACTIVITIES:
The increasing momentum and impact of the SHCI...

“...I don’t see the SHCI as a change agent in the way of taking people one by one and making them change. I see the SHCI as the organization that creates conditions where change happens.”

Community Leadership Strategy Team Member
Innovative events and activities developed through partnerships with faith and cultural groups, sector representatives and community service groups. Each chose to contribute to the vision of SHCI. By providing letters of support, staff resources to assist in carrying out various functions, donations of space for meetings, connecting key leaders to the projects, to securing in-kind resources, SCHI in partnership with its community, moved the vision forward.

In some cases, organizations that connected through the SHCI began to work together on their own to carry out significant community projects. These collaborations most often happened between the various faith communities, although many service organizations also planned these types of activities and events. Some examples include:

- Spring of 2004 - Collaborations between the Muslim and Jewish communities to support the medical treatment of an Afghani boy
- Summer 2004-Spring 2005 – Children’s International Learning Centre “Passages” Project: a series of focus groups with children asking them how they would make Hamilton a better place to live.
- October 2004 - The Joshua Nelson Concert takes place as a result of a collaboration between Temple Anshe Shalom and Stewart Memorial Church
- Winter 2005 - Joint planning for the annual celebration of Martin Luther King’s Birthday by the Culture of Peace Network, Stewart Memorial Church and the United Jewish Federation takes place.
- Spring 2005 - Joint facilitation and sponsorship by the Muslim Association and the United Jewish Federation for an Information Night on the Political Situation in Darfur

m. LIMITATIONS:

What was not accomplished...

Although progress was made on most of the initial short-term outcomes, there were some that did not reach target. This happened for a variety of reasons. The two most challenging areas to impact were in employment and health. In June 2002 the thrusts for employment and health were identified and are noted below:

Short Term Outcomes:

- City of Hamilton takes the lead as a model employer that reflects the diversity of the community
- Housing, health, education and social services sectors develop strategies for equitable access to services addressing key barriers identified through existing community processes and resources.
- Three models of equitable access are developed for small, medium and large sized organizations i.e. for health care services and adopted for implementation by twenty organizations.

Strategies:

- Development of lead employer model with the City of Hamilton staff – steps for development of the action plan include:
  - Collect data on representation and distribution of the four designated groups at all employment levels
Audit human resources policies and procedures concerning the promotion of diversity

Adopt process of bias free hiring - handbook developed by the United Way in 2002

Develop a human resources plan, including monitoring, to address gaps identified in the data and audit

Develop an expectation that the City of Hamilton add as a criteria for tendering that successful bids must include evidence of having an equity plan for their business - Human Resources Anti-racism Plan that supports the spirit of existing legislation

- Models of Equitable Access
  - Identify three health care services for this exercise
  - Based on the generic strategies identified under “equitable access” above, develop series of three models for different sized organizations
  - Adopt the process outlined in the Bias Free Hiring Handbook developed by the United Way (2002)

It was apparent from these outcomes that SHCI wished to witness deep institutional anti-racism organizational change. There was a desire to have a profound impact on the employment levels of our diverse population, particularly in municipal government. At the same time, most SHCI volunteers recognized that these early years of the Initiative could only be foundational in terms of change. Indeed, it was very difficult without a common depth of understanding of racism and anti-racism, to articulate and envision what could be realistically expected.

In the health sector, these employment-related short-term outcomes had no lead champion. There was no animateur available at the time to undertake the scope of work that was required within the SHCI model. Consequently, the strategy team did not become activated in this issue area. SHCI did, however, maintain liaison with the major health institutions through representation on the Working Committee. There was also evidence that the health sector was becoming more proactive in addressing diversity issues. The Hamilton Health Sciences Cultural Advisory Committee held a Summit to dialogue on health service provision issues in 2004, and plans to do so again in 2005. Public Health and Community Services Department of the City of Hamilton, along with multiple community partners, established a number of access and equity programs including the Women’s Lay Health Visitors’ Program for cancer prevention.

In the area of employment, the animateur was the Access and Equity Coordinator for the City of Hamilton. This individual was able to make incremental changes by revising municipal anti-racism policies and developing the SHCI Anti-Racism Framework to be used by the corporation and outside institutions. She was not able to activate a strategy team.

Moreover, the SHCI lacked a strong champion within the Corporation of the City of Hamilton at a very senior management level with the clout and determination to move this objective forward. Large bureaucracies require time and careful fiscal alignment to implement significant change. Consequently, the lack of investment in the objective at the
senior level in the municipal government, along with the limited timeline to make the changes required by SHCI, made the expectations unrealistic.

Although there has been a lack of progress in these areas, some work was done to establish SHCI in the employment networks of the city. In June 2004, the Initiative joined with the Hamilton Training Advisory Board (HTAB) to complete a preliminary environmental scan focusing on immigrant employment. The SHCI joined the HTAB’s Immigrant and Refugee Employment Services Committee to maintain its connection to the issues. On the basis of needs articulated by the community organizers whose main concerns revolved around the lack of employment for themselves and their diverse community members, the SHCI joined with Settlement Integration Services Organization (SISO) and Hamilton Council of Canadian Arabs (HCCA) to develop a proposal to the Poverty Initiative of the Hamilton Community Foundation (HCF) that articulated strategies to address these issues. Although the proposal was not funded, it provided an opportunity to advocate for increasing employment opportunities for our immigrant population. Less than a year later, the City, HCF, HTAB and other key partners organized the Immigrant Summit on Employment in June 2005.
PART IV: Sustainable Outcomes
What did the SHCI learn?

n. LAYING THE FOUNDATION:
   Establishing the Groundwork for the SHCI Vision….

   The community has positively responded to issues related to the SHCI vision of harmony, diversity and inclusion:
   • New SHCI networking channels have been accessed to overcome community concerns e.g. establishing policies and committees to handle faith practices in the public school settings, supporting community members impacted by GLBT hate crimes, and averting potential crises such as the impact of the movie “The Passion of Christ” on the Jewish and Christian communities
   • The increased numbers of applicants who apply for various community advisory committees and volunteer organizer roles has demonstrated the SHCI’s impact of raising civic participation. These individuals have provided invaluable input to media, education as well as safety and security policy makers.

o. COMMUNITY ADVISORY COUNCILS:
   Enduring Outcomes to Address Racism…

   Roundtable members and animateurs from several sectors are committed to continuing the work they have started in SHCI. Moving from a reactive to a more proactive response, this renewal will be labelled “Strengthening Hamilton’s Community”. This new organization will have a simpler structure. Transparency and securing leadership from the diverse community will be a priority. The main functions and the final structure of this new organization will be determined through an evaluation process. The input to date indicates the constituencies of this community want to see the work of Strengthening Hamilton’s Community continue.

   One of the most exciting developments, the establishment of permanent community advisory committees, has occurred in three sectors – police, media and education.

   “The bringing together of major media outlets in this fashion is unprecedented in Canada and perhaps in North America. We media are so competitive that we would not talk, could not talk to each other, let alone with community members at the table. But here we are - agreeing on strategic action and following through. Other media from around the country are watching to see how we do!”

   Media Strategy Team Member

   The police and media advisory committees were developed using a transparent community-based application and interview process. The Hamilton-Wentworth District School Board is considering the same process. The template for this process, which is currently being completed by the Community Engagement Strategy Team, will be made
available to other city institutions such as the Hamilton Health Sciences Corporation Board of Directors.

The opportunities described above represent the increasing ties between the grassroots leaders and the mainstream leaders. The community advisory councils, the strategy teams, the ad hoc committees and the issue driven dialogue sessions bring grassroots leaders in contact with mainstream administrators and decision-makers. In addition, the work of the community organizers has proven to be key in building leadership capacity in our diverse communities.

p. COMMUNITY ORGANIZERS PROJECT:
Being Inclusive to Build Capacity...

The Community Organizers Project was initiated by the SHCI Community Engagement Strategy Team following the response of the Community Roundtable meetings held on June 5th and Sep 29th 2003. The Roundtable members repeatedly stated the need to build relationships and connect with communities affected by racism and to involve them in decision-making. Enabling community participation is integral to ensuring sustainable change in society. The Community Organizers Project has provided SHCI with links to build partnerships with these marginalized ethno-racial communities in Hamilton. Besides helping to enhance community participation in SHCI activities, it is enabling these marginalized groups to address their concerns and issues through SHCI and other community resources.

The community organizers saw themselves doing the following:

“What approaches should we adopt in developing a plan of action for our community?

- Work as a collective from different communities
- Prioritize issues
- Work on developing plans for each problem
- Develop a shared understanding of what the problem is and use this to develop a plan
- Provide information – pamphlets (children’s issues, community associations, development)
- Cooperative business development – e.g. shared community rental space”

Community Organizers
May 29, 2004

The following are key outcomes for the Community Organizers Project and the actual outcomes are outlined in the appendices. (See Appendix 12: “Community Organizers PowerPoint for March 21, 2005”).

- Increased capacity of community members to deal with issues related to racism and discrimination.
- Increased opportunities for the marginalized communities to develop networks between themselves and with institutions/organizations.
- Increased opportunities for the different communities to participate in SHCI activities.
• Increased opportunities to address their issues, concerns and promote their interests through SHCI.
• Develop leadership, community organization and group facilitation skills.

The priority issues identified by the Community Organizers are employment, housing, health and immigration. Two legal workshops developed through a partnership with the three Hamilton community legal clinics and funded through the New Initiatives Fund of the United Way provided essential information on employment and immigration to over one hundred and twenty-five members of the most marginalized newcomers to Hamilton.

The community organizers have reaffirmed these priority issues to the Working Committee, the Transition Implementation Committee and Community Roundtable. Two community organizers, Baduiiz Zaman and Rebecca Yan Yan Xu, have joined the Transition Implementation Committee ensure their priorities of the community organizers are addressed in the transition process.

q. **EMPOWERING YOUTH:**
**Harnessing the leadership of the future...**

One of the transition planning activities has involved the development of a mission statement and review of the vision, goals and approaches. The strategic directions and approaches have been expanded to included youth. The youth activities, through the course of the SHCI, were actively supported by the community outreach facilitator who sat on a variety of advisory committees and supervised several social work students to assist with planning and outreach for the following activities:

• November 2002 – and March 2003 - McMaster/ Mohawk Student Forum on Anti-Racism for which three hundred and fifty students attended the first conference and two hundred attended the second. Over seven hundred students were involved in total
• November 2003 - The Ontario Partnership Against Racism (OnPAR) Model was developed from the forum report and was presented by the students at Hamilton City Council to Lieutenant-Governor J. K. Bartleman

In the summer of 2004, the community outreach facilitator and the summer placement student worked with youth animateur, Dr. Pat Daenzer, to develop the youth strategy. Funding proposals for a Youth Anti-Racism Network (YARN), a symposium and OnPAR implementation activities were submitted. Their efforts have attained fifty thousand dollars in grants from the Community Mobilization Program, Federal Department of Emergency Preparedness and Public Safety, effective January 2005.
r. TEMPLATES AND MANUALS: Fostering Leadership in Diverse Communities...

A number of tools were developed to assist with change processes. These were designed to provide permanent, transferable resources to any group, organizations or institutions that might be able to use them to facilitate anti-racism organizational change.

The Community Advisory Council Template was developed as a tool to assist with the creation of community advisory councils that would provide a voice for marginalized diverse communities. To create this template, the community outreach facilitator and the community development coordinator worked with sub-committees of the lead strategy teams for Safety and Security, and Media, to undertake the application, review and interview processes. In the case of the police, it was seen as essential to maintain an unbiased and transparent practice. As the template was developed, community members who were involved were asked to contribute to the leanings and the content of the manual. (See Appendix 13: Draft Community Advisory Council Template)

The Training Manual for the Community Organizers was based on the education sessions used to prepare members of this group, to meet with their respective community organizations and associations. The contents included anti-racism training, leadership skills development, community capacity building techniques, and group facilitation. Using a participatory process these sessions addressed topics the members of the Community Organizers negotiated with the Community Development Coordinator. (See Appendix 14: the Community Organizer Project Description and Appendix 15: Training Manual for Community Organizers).

The Orientation Package for Animateurs and Strategy Teams provided a tool for informing volunteers about SHCI activities, processes and expectations. With the use of specific criteria and comprehensive orientation materials, grassroots community members were successfully integrated into key strategy teams, particularly media, safety and security and community engagement. Strategy teams that morphed into sustainable structures such as the media and police community advisory council were able to adhere to principles of community transparency. (See Appendix 15: Orientation Package for Animateurs and Strategy Teams)

With funding from the Ontario Trillium Foundation, and the assistance of the Social Planning and Research Council, the Evaluation Training Manual was developed for animateurs and strategy teams members to use in their activities and events. Training was offered to all strategy team members and the manual was finalised after incorporating their feedback. (See Appendix 17: Evaluation Training Manual)

The SHCI Anti-Racism Framework was developed over the course of the Initiative to provide a tool to assist with institutional change. The anti-racism organizational change checklists provide an assessment tool, which measures the stage of development an organization is at in its efforts to transition to addressing anti-racism. This tool provides a baseline and helps in monitoring and evaluating the progress of the change. It can also be used as a tool for auditing access to racialized and aboriginal communities at various levels in organizations. (See Appendix 18: Draft SHCI Anti-Racism Framework)
s. THE SHCI MODEL: Complex Community Processes to Address Racism….

In the final analysis of the model, the concepts have become clearer. The aims of building relationships and fostering inclusive, enduring civic participation were firmly grounded in the SHCI vision. The directives did provide a framework for action and the original fifteen projects and activities blossomed to approximately forty-five. The community projects captured the themes of participation, education, accountability, equity and access, which were rooted in the initial community dialogues. The supporting structures of the Community Roundtable, Working Committee and Implementation Groups provided a number of ways in which volunteers could be actively involved in decision-making and generated a large number of actions that defined SHCI. Added in to the final conceptual diagram were boxes labelled ‘catalyst events and activities”. As can be seen in the 2001-2005 Events and Activities List, many activities were spawned by the community-at-large as they embraced the momentum of the SHCI. See Diagram 3: The SHCI Model to Address Racism captures SCHI’s evolving growth.
A vibrant and harmonious community that values our racial, religious and cultural diversity; which fosters respect and encourages public dialogue; a community in which people are enabled to become active participants and contributors.

Diagram 3: The SHCI Model to Address Racism

The Communities of the City of Hamilton

Community Roundtable Consisting of Multiple Sector Members

Working Committee Implementation Groups

Catalyst Events and Activities

Education

Access and Equity

Safety and Security

Addressing Racism

Interfaith/cultural Understanding and Respect

Promoting Leadership

Participation

Accountability
PART V: Transitioning to the Future
What could be done differently in the future?

t. CHALLENGES:
Following through on inclusive practices…

Several challenges to the involvement of diverse communities in decision-making have been identified at the Community Roundtable. The three major challenges, which will be addressed in the next phase of the Initiative, will be exclusivity and transparency in decision-making; communications and social marketing and leading systemic change to address racism.

The Initiative started without a pre-determined structure and without any known models that could be copied. The SHCI membership proceeded in good faith to move the SHCI forward. Obstacles related to varied understandings of the issues and processes were overcome, in most cases, by discussion, brainstorming, ongoing community input and consensus building. The long involved nature of these interactions caused some tension but in the end, the focus on the outcomes helped to pull individuals together toward the common cause. The number of outcomes and activities achieved over the course of the initiative are evidence of that fact.

- **Issues of exclusivity and transparency in decision-making**: Membership and meaningful involvement in SHC decision-making processes are key factors in this issue. However barriers to meaningful representation and involvement of grassroots groups are perceived to be problematic due to the apparent power differentials with major leaders at the table. This will be addressed in transition planning through the use of the Anti-racism Framework checklists.

- **Communications and social marketing**: Advertising and marketing of messages that specifically refer to racism or anti-racism are not always well received by the public-at-large. There has been little agreement on the best approach. Consultants to date have advised that the messages should be framed positively and appeal to widely shared values and concerns. However, a large number of SHCI members have been concerned that this dilutes the urgency of addressing racism.

- **Systemic change to address racism**: In some our institutions this remains elusive, however the necessary tools have now been developed to assist in anti-racism change at the organizational level – the HCI Anti-Racism Framework and the Evaluation Training Manual. This may position the SHCI more favourably to influence sector institutions to act. This will be a very long-term process that will require close monitoring and yearly progress reports.

u. EVALUATION:
Evidence for Adjustments to the Model….
Due to the depth and breadth of the goals and objectives, networks and partnerships of the SHCI, an evaluation of the project was undertaken with additional funding from the Department of Canadian Heritage. As the SHCI is a collaborative community and institutional body committed to identifying and eliminating hate and racism within the City of Hamilton, it is important to gather information on how this is being done in order to develop recommendations to guide the SHCI into the future.

The relevant aspects of the recommendations from the evaluation that influenced transition-planning processes for the SHCI included the following:

- Needs to be an entity in Hamilton that continues to act as a catalyst for social and human improvement
- Narrow down and focus direction
- Maintain working relations with the Police and Media Community Advisory bodies
- Address youth issues through OnPAR and provide resources
- Clarify structure to ensure accountability i.e. core function on institutional change and community development, organizational structure to include a Board of Directors, four core staff (Director, Community Development, Institutional Change coordinators and Administrative Coordinator); ensure transparency in selection of Board and Staff; engage projects that provide a clear response to articulated community needs
- Establish Accountability mechanisms to the community i.e. re-establish the Community Roundtable as the reference group/sounding board for the newly established Board of Directors

The key priorities determined from the evaluation continue to be employment and youth with housing being a secondary priority.

Based on the dialogues the Community Organizers have had with their respective communities, there needs to be reductions in barriers and the promotions of inclusion in Employment, Health, Housing and Education.

v. TRANSITION PLANNING:
Mission, Vision and Goals for the Next Phase....

The following mission statements were established by Community Roundtable in preparation for transition planning from 2004 through 2005 and have been maintained intact by the SHC Transition Implementation Committee.

“Strengthening Hamilton’s Community (SHC) plays an important role in the Achievement of the City of Hamilton’s Vision 2020.”

Mission:
Strengthening Hamilton’s Community:
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.

Goals:
Short Term: To strengthen Hamilton’s capacity, particularly that of our youth, for understanding, mutual respect and unity amongst the diverse communities of our City.

Long Term: To create in every sector, and among youth, effective and sustainable ways of integrating all Hamiltonians in the civic life of the community, using their contributions to create a strong and vibrant city.

Approaches:
Education, action, coming together, proactive response to incidents, evaluation and equity
• Build relationships across the community
• Challenge and respond to incidents of discrimination
• Foster inclusive, equitable and enduring civic participation
• Facilitate opportunities for ongoing public education and awareness

Strategic Directions:
1 Promote the safety and security of all residents of Hamilton.
2 Develop broad-based strategies to eliminate racism and hate.
3 Foster interfaith and intercultural understanding and respect.
4 Foster civic leadership across the diverse communities, particularly youth.
5 Facilitate youth leadership and engagement.

The SHCI underwent a number of steps and stages in transition planning through 2004 and into the early part of 2005. The framework for the new model for the next phase of SHC was chosen by the Roundtable in February 2005. With this step, the Working Committee saw its role as complete. At the last meeting of the Working Committee on March 31, 2005, the Transition Implementation Committee was established in order to move the SHCI into the future. (See Appendix 19: Terms of Reference for the Transition Implementation Committee and Appendix 20: Transition Planning – Work in Progress.)
In Summary

So ends the story of the Strengthening Hamilton’s Community Initiative from the perspective of this Project Manager. However, will this story ever really end?

The objective of the SHCI was to establish beginning actions in every sector to address diversity and inclusion, and to ensure that the work to address racism continued over the long term. The commitment of time and resources from key community leaders and funders enabled this work to begin. While the community engagement strategies, strategy team grassroots membership, and community organizer volunteers have improved the representation of diverse constituencies in civic decision-making, more needs to be done.

The seventy-plus members of the Community Roundtable represented most diverse communities across the city. These include many different religions, cultural organizations and racialized groups. In addition, senior leaders from major institutions and sectors must continue to commit time and energy to the Roundtable. The themes for transition planning generated by the Community Roundtable in September 2003 emphasized the need for diversity of membership and inclusion in decision-making in all aspects of the Initiative. In addition, there is recognition of the need in the community to create opportunities for employment and to improve health services. The SHC must continue to receive support from the people and the city it serves if is going to continue to address specific needs while championing a vision of strengthening our community through inclusive, enduring civic participation.

As Strengthening Hamilton’s Community moves forward in 2005 and beyond, the momentum, the energy and the necessary commitment needs to be maintained. There is a continuing and urgent need to integrate visible minorities and diversely trained employees into Hamilton’s economic fabric. City leaders need to address as an urgent priority the reduction barriers to full civic participation.

Our community will become stronger, more durable and a healthier place to be. Those of us, and there are many, will continue to work with each other to support these goals. That is the legacy of the SHCI – the collective will and determination to see that this work goes on.

Strengthening Hamilton is uniting our community…

Respectfully Submitted

Kathy King
Project Manager
Strengthening Hamilton’s Community Initiative
APPENDICES

1. Organizational Structure.
2. Supporting Organizations
3. Final Budget Summary
4. Budget Components
5. Summary of Directive-Based Actions from 2001-2005
6. Short-term Outcomes, Activities and Animateurs
7. Community Dialogues Report Executive Summary
8. Hamilton At the Crossroads: Executive Summary
9. Update on Activities in 2003-2004
10. June 28, 2005 Community Roundtable PowerPoint
11. SHCI Events and Activities 2001-2005
12. Community Organizers PowerPoint for March 21, 2005
13. Draft Community Advisory Council Template
14. Community Organizer Project Description
15. Training Manual for Community Organizers
16. Orientation Package for Animateurs and Strategy Teams
17. Evaluation Training Manual
18. Draft SHCI Anti-Racism Framework
19. Terms of Reference for the Transition Implementation Committee
20. Transition Planning – Work in Progress

DIAGRAMS

1. Conceptual Diagram – the Egg Framework
2. SHCI Community Input and Decision-making Process
3. The SHCI Model to Address Racism captures SHCI’s evolving growth
DRAFT

Strengthening Hamilton’s Community

CENTRE FOR CIVIC INCLUSION

A THREE-YEAR STRATEGIC PLAN

Consultant:
Nuzhat Abbas
January 23, 2006

Commissioned by the SHCI Transition Committee
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TABLE OF CONTENTS

Executive Summary 3

1. Background to HCCI’s 3-year Plan of Action 7
   1.1 Hamilton in Context 7
   1.2 The Role of the City 10
   1.3 From SHCI to the Hamilton Centre for Civic Inclusion 11
   1.4 Mission, Vision and Goals 11
   1.5 Constructing HCCI’s 3-year Plan 12

2. The Hamilton Centre for Civic Inclusion – A 3-year Plan of Action 14
   Enabling Institutional Change Through Community Partnership 15
   2.1 PUBLIC EDUCATION AND RESOURCE SHARING 15
      2.1.a Public Education 15
      2.1.b Best Practices and Tools for Change 16
      2.1.c Anti-Racism Network and Advisory Committees 17
   2.2 EQUITY, ACCESS AND PARTICIPATION 18
      2.1.a The Employment Sector 19
      2.1.b The Education Sector 20
      2.1.c The Health Sector 22
      2.1.d The Housing Sector 23
   2.3 ACCOUNTABILITY 25
   2.4 FINANCE AND OPERATIONAL OVERSIGHT 27
      2.4.a Finances 27
      2.4.b Community Council/Staff Relations 27

Appendix I 3-year work-plans: 29
   • Public Education and Resource Sharing 30
   • Equity, Access and Participation 32
   • Accountability 33
   • Finance and Operational oversight 34

Appendix II SWOT Analysis 35
   • SHCI/HCCI SWOT Analysis 36

Appendix III Related Anti-Racism Plans 37
   Canada’s Action Plan Against Racism (overview)
   -Preliminary Proposal Calling for a Canadian Coalition of Municipalities Against Racism.
   Canadian Commission for UNESCO- (draft)
Executive Summary

Canada is one of the world’s most racially and ethnically diverse countries. Its citizens include members of the continent’s First Nations and Aboriginal communities, as well as the varied descendents of British and French colonialists, African Americans who escaped slavery in the US South, East and South Asian labourers, as well as Arab émigrés from Lebanon, Syria and other parts of West Asia. Canada has continued to grow with successive waves of immigrants and refugees. In the early part of the 20th century, Canada’s primary source of immigrants was Europe. Since the 1970’s, however, Canada’s population growth has come to depend on immigration from the Caribbean, Africa, Asia and Latin America. We can now trace our origins to over 200 countries and we speak over 100 languages.

This diverse population is vital to Canada’s growth in an increasingly globalized world economy. However, as Canada’s historical record testifies- cultural, ethnic, racial and religious diversity has not necessarily meant that all communities have had equal access to power and to civic participation. Canada’s origin as a white settler colony has created significant historical divisions between its white and non-white citizens. However, movements for social justice and racial equity, human-rights interventions, Black activisms, immigrant organizing and Aboriginal struggles for self-determination have all worked to create a Canada that aspires to remove barriers to enable the full and inclusive participation of all its citizens.

More recently, globalization and its accompanying social cutbacks, factory closures, and increasing gaps between rich and poor have had particularly negative consequences for Canada’s racialized minorities. However, these same groups also have the skills, knowledges and resources that Canada clearly needs to engage with a changing global economy. As cities become increasingly important players in this new economic framework, it is vital to ensure that all urban citizens are equally engaged in the plans, processes and practices of urban life. All over the world, cities are grappling with the challenges of globalization and ethnic and racial pluralism, while struggling to cope with disturbing increases in racism and racialized violence. As UNESCO’s proposal for a Canadian Coalition of Municipalities Against Racism points out:

*The struggle against racism is everybody’s business. It is, first and foremost, a legal and political obligation of government. It is also one of the responsibilities of citizenship incumbent upon professional bodies, trade unions, voluntary organizations and the private sector. It is a moral and ethical duty for every individual, especially opinion leaders such as political, community, and religious leaders, as well as teachers, journalists and academics.*

*In view of the deep mental roots of racial prejudice inherited from the history and persistence of discriminatory practices, the struggle against racism and discrimination is a long-term effort. It demands ongoing updating of anti-racist strategies and policies along with coordination at international, national, regional and local levels.*

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1 Canadian Commission for UNESCO. *Preliminary Proposal Calling for a Canadian Coalition of Municipalities Against Racism.* June 13/05 p. 5 (see appendix)
Hamilton is currently at a crossroads in its development. Hamilton is Canada’s ninth largest city and among the ten fastest growing cities in the country. However, it also faces unique and significant challenges. Though the city remains a key entry point for immigration, its significance as a popular destination for immigrants has been dwindling over the decades. At the same time, labour forecasts indicate that Hamilton’s population is aging, and the city will soon face a severe labour shortage unless it begins to depend entirely on immigration for its growth. Although Hamilton is fortunate to have experienced a higher than provincial growth in employment rates in recent years, it still retains high poverty rates, and the majority of those living below the poverty-line tend to be new immigrants, Aboriginal peoples, and Canadian-born people of colour. At this point, Hamilton’s visible minority population remains less than 11% (far less than the provincial average of 19%) yet more than 41% live in poverty within the city. Such data indicate that Hamilton has yet to establish itself as a welcoming environment for non-white peoples. It is imperative that the city begins to address this issue.

In order to grow and prosper as a city within the changing matrix of an increasingly racially diverse Canada, Hamilton urgently needs to set in place policies, strategies and mechanisms to facilitate and encourage the full civic participation of currently marginalized and increasingly impoverished racialized communities. In not doing so, Hamilton risks falling behind other cities which are taking stronger measures to encourage growth and prosperity in an increasingly globalized world where the diverse knowledges of multi-lingual, multi-cultural citizens are valued and promoted. However, in order to facilitate such changes, Hamilton also needs to grapple with undercurrents of racism and xenophobia that travel across the city.

The simmering levels of racial tension in the city was graphically articulated in the arson attack on the Hindu Samaj temple in 2001- a racial attack that was accompanied by a rise in hate crimes against Muslims, Arabs and anyone perceived to be ‘different’ or ‘other’. Such racism, more commonly expressed in everyday practices of exclusion, ignorance and disdain, flared up in the tense aftermath of September 11, 2001. It is important to note that the bodies and spaces targeted for attack in Hamilton had nothing to do with the attacks on New York and the Pentagon. They were selected on the basis of a deep belief, on the part of the attackers, of what it means to be “Canadian”, or for that matter, to be a human being of value. This process of “othering” or marking out of difference between “us” and “them” lies at the heart of racism.

Strengthening Hamilton’s Community Initiative (SHCI) came into being at this critical juncture to address the ways in which such racism shatters the dream of an open and

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2 During the 1960’s, 8% of Ontario and 4% of Canada’s immigrants chose Hamilton as a port of destination. Currently Hamilton shares only 3.5% of Ontario’s and 1.9% of Canada’s new immigrants. Additionally, Hamilton receives a much lower share of ‘economic immigrants’ compared to Toronto or Ottawa. Sabin Mukkath, Immigration Employment and Income in Hamilton at a Glance. SPRC Hamilton, 2005. (Draft copy)


4 Statistics Canada, based on 2001 census data.
inclusive society. Initially, the founders of SHCI needed to bring Hamiltonians together as a community distressed by these overt expressions of hatred. However, from the beginning, SHCI stressed the need to address the foundations of such divisions between the white and non-white citizens of Hamilton and to build bridges between the diverse communities of the City. Over the past four years, through engaging in community dialogues and on-going education, SHCI has, itself, become one such bridge, linking communities through a shared commitment to diversity and equity.

At this stage of its development SHCI, through the work of its Transition Implementation Committee is proposing the development and facilitation of the Hamilton Centre for Civic Inclusion.

Though various initiatives have emerged over the years to engage with the needs of a changing and increasingly multi-ethnic and racially pluralized city, Hamilton lacks a stable and permanent coordinating mechanism to develop and connect the various kinds of information, expertise and services that exist. SHCI has engaged in discussions about such a centre for several years. At the request of the SHCI secretariat, the Bay Area Leadership conducted a feasibility study for an Intercultural Advocacy Centre that came up with a number of recommendations. Building a Mosaic Democracy, a 2004 feasibility study commissioned by SISO and funded by Heritage Canada, also indicated wide-spread community need and support for a the idea of a “Civic Resource Centre”. Such a centre would facilitate the civic participation of racialized peoples and serve as a coordinating hub to enable all of Hamilton’s citizens access to the critical knowledge and resources needed to build a strong, racially diverse and welcoming city.

This three-year plan, commissioned by SHCI, maps out an implementation strategy to create the Hamilton Centre for Civic Inclusion, a vibrant and sustainable civic resource centre that will encourage the development and dissemination of valuable information and resources around racism and anti-racism, and provide innovative strategies and support for inclusive civic participation and community involvement. HCCI will gather, organize and disseminate information primarily through its website. Its offices will also provide resources, referrals, advice and support on-line, via phone, and through appointments with the centre.

The Hamilton Centre for Civic Inclusion will support the City, major institutions, business, service providers, and others to initiate and sustain transformative processes to ensure the equitable inclusion of racialized communities. It will develop and provide training and education resources, and enable easier access to relevant research and information. HCCI will also be a source of support and information to members from various newcomer immigrant and refugee communities, diverse ethno-racial and ethno-cultural groups and Aboriginal communities. It will help build community leadership and enable productive dialogues and partnerships between marginalized and ‘centralized’ communities, organizations and institutions.

Supporting institutional change across all sectors will be a major focus of Hamilton’s Centre for Civic Inclusion. Since barriers to access, equity and participation in the
arenas of Employment, Education, Health and Housing continue to be major concerns for ethno-racial and Aboriginal communities, one of the key initiatives of HCCI will be to foster partnerships between Hamilton’s major institutions in these sectors and racialized communities. It is hoped that the City of Hamilton will commit to taking the lead in eradicating barriers to racial inclusion within its own structures as well as the many levels at which it operates within various sectors so that other institutions will feel motivated and morally obliged to do the same.

In addition, by providing an accessible portal to information and resources, HCCI will enable users to understand and navigate the ways in which information, resources, power and privilege works in Hamilton. Thus all Hamiltonians will have the opportunity to build a stronger, equitable, inclusive and more racially diverse and vibrant city in the coming years.

By holding regular seminars, workshops, lectures and cultural events, HCCI will share information and help build an informed citizenry, committed to fighting discrimination and oppression. HCCI will also make a point to be accountable and to communicate its progress and challenges to the Hamilton public and to the City. HCCI will create clear evaluation processes to ensure accountability, and will submit twice-yearly reports to City Council. In addition, an annual Citizen’s Forum will enable HCCI to deliver a Report Card on its achievements for the year and allow the community to understand the ways in which Hamilton is transforming in order to reflect the diversity of its citizens.

Three years is sufficient time to establish a strong foundation for inclusion and anti-racism practices, one that can lead to long-term and sustainable change. The Hamilton Centre for Civic Inclusion can become a vital building block in Hamilton’s efforts to revitalize the city and to engage its citizens. At this stage, what is most needed, among all stakeholders, is imagination, cooperation and a genuine commitment to end racism in Hamilton and to build a strong and diverse city.
Background to the Hamilton Centre for Civic Inclusion’s Plan of Action

1.1 Hamilton in Context

Envisioning a Just City:

_We are an economically, socially and culturally diverse community that encourages opportunities for individuals, reduces inequities and ensures full participation for all in community life._

_We are a caring community that gives opportunity and support to all its members, including children, the aged, people with disabilities, immigrants and refugees and the disadvantaged. People live longer in good health._

(from Hamilton’s Vision 2020 - A Strong Foundation for a Sustainable Community)

In counterpoint to the powerful vision of racial harmony and inclusiveness portrayed in Hamilton’s planning document, *Vision 2020*, Statistic Canada’s 2002 *Ethnic Diversity Survey* portrays a more disturbing image of ongoing exclusion, racism and inequity.

_The Ethnic Diversity Survey asked respondents, among other things, “In the past five years, do you feel that you have experienced discrimination or been treated unfairly by others in Canada because of your ethnicity, race, skin colour, language, accent, or religion?” The results are telling: 37.3 percent of visible minorities reported such discrimination, compared with 10.6% of whites…_

_A particularly troubling conclusion from the survey is that the integration of the children of visible minority immigrants into society appears to be weaker than that of their parents… This group of people is one of the fastest growing segments of the visible minority population, and its success or failure in fully integrating itself into society will be a harbinger of the Canada of tomorrow._

Between *Vision 2020*, and the present conditions represented by the *Ethnic Diversity Survey*, lies the true challenge facing Hamilton today. Along with the City, business and ordinary citizens, the Hamilton Centre for Civic Inclusion will have to work hard to bring to fruition the ideas embedded in the City of Hamilton’s planning document, *Vision 2020*. It is now 2006. This leaves the city less than fifteen years to begin to implement the changes required to move from a city that, at this point, is less than welcoming of difference, to the vibrant, strong, multi-racial, multi-cultural and equitable city that it aspires to become.

The Changing Face of Hamilton

The City of Hamilton Wentworth is the ninth largest city in Canada. It is the fourth largest in Ontario with a population of almost 500,000. In the past decade, Hamilton

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experienced a 60% surge in new immigrants entering the city. Immigrants now comprise 25% of the city’s population. The presence of racialized individuals has grown 27% from 1996-2001. However, in comparison to other cities, it is important to note that visible minorities (excluding Aboriginals) currently comprise less than 11% of Hamilton’s population, well below the current provincial figure of 18.9%.\(^6\) There are indications that the city is currently failing to attract and retain the number of immigrants it needs to sustain its labour needs. In addition, severe labour shortages in Hamilton have been forecasted based on an aging population and a declining labour supply\(^7\).

In working to realize Vision 2020, it is particularly important to bear in mind the impact of demographic changes across Canada, and particularly in Hamilton. In particular, the city will need to pay especial attention to the kinds of changes affecting racialized youth in the city in order to enhance their ability to participate fully in the civic life of the community and to contribute towards building a strong and vibrant city.

According to the Canadian Policy Research Network\(^8\), by the year 2017:

- 1 in 5 Canadians will belong to a racially visible group (includes Aboriginal peoples)
- 1 in 25 people will be Aboriginal.
- 1 in 5 Canadians will be immigrants who will account for about 2/3 of the racially visible population of Canada.
- The remaining 1/3 of racially visible people will be Canadian born.
- The Aboriginal population is projected to grow at twice the annual rate of the general population.
- The median age of the racially visible population will be significantly younger than the rest of the population of Canada with 21% of the labour force belonging to a racialized group.
- 77% of Canada’s racially visible population will live in Ontario and British Columbia, primarily in urban centres.
- 29% of Ontario’s population will be members of a racialized group.
- 10% of Canada’s population will follow a non-Christian religion (with much larger representation of religious minorities in cities).
- The most numerous racially visible groups are Chinese, South Asian and Black, but the fastest growing groups will be West Asian and Korean.

An interesting aspect of the 2017 demographic forecast is the higher than average population growth among Aboriginal communities. Hamilton is fortunate to be located near one of Canada’s largest Aboriginal communities at Six Nations and currently has

an urban First Nations population of approximately 6000, many of whom suffer unemployment and live in poverty.\textsuperscript{9} As this population grows, and as more Aboriginal youth come to the city to find work, Hamilton will need to work closely with Aboriginal communities, within the city, and with Six Nations, to build inclusive and supportive work and living environments for First Nations people within Hamilton.

The 2017 forecast also predicts that 1 in 5 Canadians will be immigrants who will comprise 2/3 of the nation’s racially visible population. In comparison, immigrants already comprise 1 in 4 of Hamilton’s population. It is important to note, however, that, at 25\%, Hamilton’s rate of attracting immigrants is lower than the Ontario-wide figure of 27\%, and far below that of a city like Toronto at 42\%.\textsuperscript{10} Because of changes in Canadian immigration policy, new immigrants are often highly educated and highly skilled. In 2001, 31\% of recent immigrants to Hamilton had university degrees, compared to 18\% among the Canadian-born. Furthermore, 85\% of new immigrants also spoke English in addition to their mother tongue, while 7\% also speak French.

It is disturbing to observe that despite having such a wealth of talent and skilled labour entering the city, Hamilton employers have turned out to be less than welcoming to the newcomers. While unemployment levels for Canadian-born workers in Hamilton is the lowest in Canada (5.4\%) unemployment rates among recent immigrants in Hamilton (15.3\%) is much higher than the national average (12.3\%). Of those who do find work, many complain of being funneled into low-paying jobs far below their skill-level, and entering spiraling cycles of unemployment and poverty. The barriers they experience include lack of recognition of their foreign credentials and experience, and continuing racial inequity in hiring and promotion practices. It is particularly unfortunate to note that the public sector in Hamilton turns out to have the lowest rate of hiring new immigrants.\textsuperscript{11}

The waste of such vital human potential will undoubtedly have serious implications for Hamilton’s growth and prosperity. Hamilton itself will suffer due to the under-utilization of such skilled workers. The city also needs to take responsibility for the thwarted dreams and economic suffering of Aboriginal peoples, immigrants, and racialized minorities. In keeping with the spirit of Vision 2020, it is essential that the city puts in place mechanisms to address such racialized inequities. Otherwise, racial tensions and animosities will continue to build within the city, and possibly erupt in violence.

The legacy of September 11, 2001

The hate crimes that occurred in Hamilton after September 11, 2001 revealed a troubled legacy of racial tension within the city and highlighted the urgent need, on the

\footnotesize{\textsuperscript{9} Statistics Canada, 2001 census.\textsuperscript{10} Statistics Canada, 2001 census.\textsuperscript{11} Sabin Mukkath, Immigration Employment and Income in Hamilton at a Glance. SPRC Hamilton, 2005. (Draft copy)
part of institutions, communities, and individuals, to deal with racism and its related inequities. Strengthening Hamilton’s Community Initiative (SHCI) emerged at this critical juncture to respond to racist violence through community engagement. SHCI realized that these violent incidents were merely the tip of the iceberg, and that racism was rooted in less visible but systemic forms and structures within the city’s many public and private institutions. From its inception, SHCI worked from the assumption that the engaged and inclusive participation of all Hamiltonians within all sectors and spaces was essential to create a city open to difference and free of racism and hate.

Four years have passed since the crisis of 2001. Despite the initial community outrage against the racist hate crimes, not much progress has been made to implement long-term systemic and institutional change in Hamilton. Challenges to such work may include people’s uneasiness around change, a lack of knowledge about anti-racist institutional change, lack of political will, and perhaps deep rooted and unconscious resistance to sharing civic life and civic responsibilities with those different from oneself. Regardless of the possible reasons- the result of this slow pace of change around racism will have significant implications for Hamilton’s future success.

Unless visible systemic change begins to occur at all levels of Hamilton’s economic, social, political and cultural life to allow the full participation of its racialized minorities, Hamilton will find itself unable to achieve the richness, diversity and global connections present in other thriving cities in Canada. Unless Hamilton is able to welcome the various energies, different forms of knowledge, and multiple skills of its diverse population as ‘strengths’ rather than regarding such difference as a ‘problem’, the city will fail to utilize the valuable human resources of its racialized citizens.

This will, of course, have a significant impact on Hamilton’s ability to fulfill its vision of a healthy, sustainable City articulated in Vision 2020.

1.2 The Role of the City

Strengthening Hamilton’s Community Initiative grew out of the City’s decision to bring together concerned citizens to respond to the burning of the Hindu Samaj temple and other acts of hate. Since then, SHCI has been chaired by Hamilton’s Mayor and remains linked to the City in various ways. The Mayor’s active role in speaking out against racism and hate has been well received by citizens. However, this has also led to community expectations of significant municipal actions to end racism. At this stage, in particular, the continuing leadership and commitment of the Mayor and the City of Hamilton is crucial to the goal of eliminating racism in Hamilton.

In keeping with its mandate for Vision 2020, it is important for the City of Hamilton to join the Canadian Coalition of Municipalities Against Racism and commit to their 10-point plan. In addition, the City would need to make a formal commitment to implement Canada’s Action Plan Against Racism. Such formal commitments on the part of the City
will create a fuller participatory context for the work of Hamilton’s Centre for Civic Inclusion.

As such, it is imperative that the City of the Hamilton takes the lead in implementing the strategies outlined in this plan. In order to achieve its Vision 2020, the City of Hamilton would need to champion the process of anti-racist institutional development by making the City a true 'model' for institutional change in all sectors. This will help inspire leadership and motivate sustainable change across all sectors in Hamilton. The Hamilton Centre for Civic Inclusion will be a vital resource for the City as it works to revitalize Hamilton and to create structures and mechanisms to ensure that barriers to inclusion are eliminated and that all Hamiltonians are welcomed and embraced by the city’s institutions and sectors.

### 1.3 From Strengthening Hamilton’s Community Initiative (SHCI) to the Hamilton Centre for Civic Inclusion

Strengthening Hamilton’s Community Initiative (SHCI), came into being as a response to the spate of racist hate crimes against South Asians, Muslims and Arabs in Hamilton following the attacks on New York and the Pentagon. However, SHCI was able to take a deeper perspective on the origins of such violence, realizing that more ordinary forms of racism had become structured into the daily life of the City. In order to avoid future incidents of hate and discrimination against racialized peoples, SHCI felt that it was important to develop a city-wide approach that brought the City, institutions, business, labour, racialized communities and individuals to the ‘table’.

Even though there are a number of organizations doing anti-racist work in Hamilton, it is important to note that SHCI’s unique success is rooted in its ability to bring together influential city leaders, including the Mayor, to sit together with representatives from the communities affected by racism and violence.

At this stage, SHCI can use its four years of experience, resource-building, networking, and community building to set up and sustain a centralized hub for resource-sharing, community partnership building, and anti-racism skills development to be known as the Hamilton Centre for Civic Inclusion.

### 1.4 Hamilton Centre for Civic Inclusion: Mission, Vision and Goals

**The Hamilton Centre for Civic Inclusion** will play an important role in the achievement of the City of Hamilton’s *Vision 2020*.

*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.

**Strategic Directions:**
- Promote the safety and security of all Hamiltonians.
- Develop broad-based strategies to eliminate racism and hate.
- Foster inter-faith and inter-cultural understanding and respect.
- Foster civic leadership across the diverse communities, particularly youth.
- Facilitate youth leadership and engagement.

**Approaches:**
- Build relationships across the community
- Challenge and respond to incidents of discrimination
- Foster inclusive, equitable and enduring civic participation.
- Facilitate opportunities for on-going public education and awareness.
- Set strategic priorities using community input and sound research.

### 1.5 Constructing HCCI’s 3-year plan

The consultant was initially asked to produce a 2-year plan for SHCI based on the Terms of Reference for the new SHC council, the Project Manager’s report, and SHCI’s evaluation report *Between Capacity and Ambition* and *Hamilton at the Crossroads: Anti Racism and the Future of the City*. In addition, the consultant reviewed various documents related to SHCI’s work since 2001 including reports on the Transition process, the Community Roundtable, the Community Dialogues, the Animateur-led team projects, the Media and Police Advisories, and the Community Organizers Project. SHCI’s key organization development tools - the draft *Anti Racism Framework* and the *Evaluation Training Manual* were also examined. The consultant was also asked to review the Civic Resource Centre feasibility study, *Building a Mosaic Democracy: Enabling Civic Participation with Diversity* and to consider the new SHC’s possible role in enabling the creation of the Centre.

The planning process started with a basic SWOT analysis and built upon the broad themes and strategies outlined in SHC’s Community Council’s Terms of Reference. Priorities were then focused based on the emphasis on Employment, Education, Housing and Health (as well as Social Services) voiced by community participants and echoed in many of SHCI’s documents. In all aspects of the plan, emphasis was kept on the principle of building constructive partnerships between the City, Hamilton’s major institutions, and the city’s diverse communities. Youth engagement, a key priority, was
to be integrated within each aspect of the plan’s implementation. A two-year plan was submitted to SHC in December 2005.

However, as discussions around the idea of a civic centre have become finalized, it has been decided to bring together SHC’s new plan and SISO’s proposal for a Civic Resource Centre in order to create the **Hamilton Centre for Civic Inclusion**.

This 3-year plan for HCCI combines an emphasis on institutional and community partnership in key sectors of Employment, Education, Health and Housing with the idea for a coordinating centre for information and resources that will enable partnerships and change processes. In many ways, this idea for a resource centre parallels SHCI’s earlier initiative for a Centre for Intercultural Advocacy. SHC’s goals, and those of the Civic Centre are deeply connected. A coming together of the two initiatives to build the Hamilton Centre for Civic Inclusion thus utilizes the experience, networks and resources created by SHCI and those of the Civic Resource Centre in productive and sustainable ways. At the same time, the new structure of HCCI will create room for many others who are interested and committed to the work of anti-racism to contribute in vibrant, challenging and diverse ways to the building of Hamilton’s Centre for Civic Inclusion.

The Pead Report, focusing on the creation of a Civic Resource Centre was a vital source of information for this 3-year plan. In addition, SISO’s initial proposal for the Civic Resource Centre was also useful. It is important, as this plan for HCCI gets enacted, that the important histories, community participation, actions, and powerful recommendations that undergird the creation of this much-needed Centre are remembered and respected.

To provide municipal, national and global contexts for the plan, three documents were also used in the planning process- (1) Hamilton’s *Vision 2020*, (2) *A Canada for All: Canada’s Action Plan against Racism*, and (3) the draft document for the *Preliminary Proposal by the Canadian Commission for UNESCO calling for a Canadian Coalition of Municipalities Against Racism*.

The plan was also developed using documents to map out SHCI’s evolution, along with a careful ‘reading’ of the Hamilton community’s anxieties and desires, most eloquently expressed via the reports on the Community Dialogues and the Community Engagement projects. In addition, the Project Manager’s report and the Evaluation report both contained significant information and directives for planning. The Pead feasibility study provided a thorough and compelling articulation of the needs, fears, and possibilities present in Hamilton’s various and often-divided communities. By providing a history of Hamilton’s various initiatives to achieve racial inclusion and harmony, it ensures that some excellent ideas and community-based approaches (such as SISO’s project on Conflict Transformation) remain central to the ways in which the Centre can bring together the various citizens of Hamilton. The Pead study also maps out strategies whereby the Centre can model itself on or vary from similar initiatives.
2. A Three Year Plan of Action

The Hamilton Centre for Civic Inclusion:
Enabling Institutional Change through Community Partnership

1. PUBLIC EDUCATION AND RESOURCE SHARING
2. EQUITY, ACCESS AND PARTICIPATION
3. ACCOUNTABILITY
4. FINANCE AND OPERATIONAL OVERSIGHT
2.1 PUBLIC EDUCATION AND RESOURCE SHARING

2.1.a Public Education

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

Strategies

1. Website:
   - This will become a central instrument for resource and information dissemination for the Centre. The website should carry demographic information on the city and on Canada, provide links to community-based, faith based, ethno-racial and Aboriginal groups. Links to settlement resources etc. Links will be created to anti-racism resources in Hamilton, Ontario and the rest of Canada. Articles from newspapers, journals and other sources, organizational tools, anti-racism tools etc. will be collected, classified and made available on-line.

   - Resources and tool-kits such as *Train the Trainer* and *Ending Racism- An Institutional Change Tool-kit* will be developed and be available on-line. In addition, details about Centre meetings, newsletters, listings of local events, the multi-faith, multicultural calendar etc will be available on the site.

   - Resource directories of individuals and groups active in working on anti-racism and diversity issues in Hamilton and nearby areas will be listed on the website. Community leaders and those with expertise on anti-racism and diversity will also be listed to serve in an advisory capacity during emergencies and crises in the city.

2. Posters and Brochures:
   - Develop and distribute an effective 4-part poster campaign to help Hamiltonians recognize *subtle* and *systemic* forms of racism in the sectors of Employment, Education, Health and Housing. The campaign will create 4 posters, 1 on each sector, with strong images and a single sentence plus the Hamilton Centre for Civic Inclusion website. Accompany with basic brochure with definitions of racism, systemic racism etc., ‘tips’ to end racism, and website links.

   - Develop and promote a poster specifically on *Ending Racism in the Workplace*. The graphic poster will carry the Centre logo and list 4-5
key methods to create an inclusive and equitable workplace. It will also list the Centre website and links to resources and the tool-kit. The poster can be included in the tool-kit and also be available as a city-wide resource for various workplaces. Can be accompanied by a brochure (also in tool-kit)

3. Documentary film series:
In partnership with CHTV and the Media advisory committee, the Centre will encourage the development and broadcast of a documentary film series (on TV) to educate Hamiltonians about Canada’s history with racial minorities and Aboriginal peoples. The films could be followed by a lively studio discussion with academics, students, community members and Centre members. Sample films to show: Ali Kazimi’s award-winning “Continuous Journey” (on the Komagata Maru), Karen Cho’s “On Gold Mountain” (on the head-tax and Chinese exclusion), and Alanis Obomsawin’s “Kanahsetake” (on the Oka crisis which had direct impact on McMaster’s creation of the Indigenous Studies program).

Outcome

• Public will become aware of HCCI’s goals, resources and actions.
• HCCI will develop, collect and share resources through the website and its office.
• Hamiltonians will learn to recognize and combat subtle and systemic forms of racism.
• Hamiltonians will become aware of complex histories of racialized people in Canada, and will have opportunities and ‘models’ to support public dialogue and create community.

2.1.b Best Practices and Tools for Change

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

Strategies

1. Develop Ending Racism- An Institutional Change Tool-kit. The tool-kit will supplement the efforts on institutional change and share resources with institutional and community partners. The tool-kit will include:

• the Anti-Racism Framework (through an integrated inter-sectional analysis of racism)
other resources on organizational change
- samples of anti-racism policies and guidelines.
- a multi-faith and multicultural calendar, listing UN special days etc.
- posters, brochures etc.
- evaluation tools, checklists, etc.
- relevant statistics.
- *Vision 2020, Canada’s Action Plan on Racism* and other relevant readings.

The tool-kit will be adapted to the needs of sectors and institutions.

2. Develop and facilitate a *Train the Trainer* program on Anti-Racism Education to be implemented within institutions, along with the *Ending Racism* tool-kit.

3. Develop *Conflict Transformation* education module and tool-kit, based on SISO’s unique “Conflict Transformation Project” to enable communities to transform diversity from a source of disabling conflict to seeing conflict as an opportunity for community transformation and empowerment.

**Outcome**

- HCCI will create vital resources to help institutions initiate and implement the process of systemic anti-racist change.
- HCCI will create education and training programs and resources to disseminate anti-racism and conflict transformation frameworks across all sectors.

### 2.1.c Anti Racism Network and Advisory Committees

**Goal**

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

**Strategies**

1. Initiate and help facilitate the development of a Hamilton-wide *Anti-Racism Network* that will bring together all the different groups within Hamilton working on ending racism within various sectors and communities. The network will include antiracism groups, faith-based groups, ethno-racial groups, youth groups like ONPAR, groups engaged in social justice issues as well as organizations like SISO etc. The network should also include individuals working on these issues as trainers, human rights workers, consultants etc. By communicating regularly via a *list-serve* and meeting twice a year, the network will share best practices, support
each other’s work, share information and issues, and help plan common strategies.

2. Create a network of Anti-racism advisory groups such as the Police Advisory Committee and the Media Advisory Committee. The Centre will support the development of similar Advisories across the sectors to enable systemic change across sectors. The Advisory Committees will be asked to communicate regularly with the larger Hamilton community, in particular, Aboriginal and ethno-racial communities, to discuss issues pertinent to the community.

**Outcome**

- HCCI will help connect disparate groups with common goals, remove barriers between groups, foster co-operation and respect and share resources and ideas through the Anti Racism Network List-serve and meetings.
- HCCI will foster community participation by supporting and linking sector-based Advisory Committees.

### 2.2 EQUITY, ACCESS AND PARTICIPATION

**Long term goals**

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

- Promote and facilitate full participation of Hamilton’s racial, cultural and religious minorities in decision-making processes affecting the city and its institutions, in line with principles of inclusion and the civic importance of fostering leadership and maintaining the vitality of the democratic process.

**2-year goal**

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

  a. The Employment sector
  b. The Education sector
  c. The Health sector
  d. The Housing sector
2.2.a The Employment Sector

**Goal**
To work with three major Hamilton employers to create models of inclusive, racism-free work environments that ensure:

- equal access to job opportunities
- equitable treatment in the workplace
- inclusive participation within the employment sector

**Strategies**
Focus on three major Hamilton employers: City of Hamilton, McMaster University and Hamilton Health Sciences.

1. 3-step plan for community building:
   - Initiate meetings with key institutional leaders; identify, develop and facilitate discussions with anti-racism champions within the institution (Offices, departments, individuals etc).
   - Identify, develop and facilitate active and empowered participation of workers groups, unions, ethno-racial and faith-based community groups, SISO, and other interested and affected community members in discussions.
   - Initiate meetings between the institutions, its members, and communities to develop a shared agenda for access, equity and participation in the workplace.

2. Raise awareness around Canada's demographic changes, Vision 2020, and the impact of racism in Hamilton.

3. Facilitate adoption and implementation of *Ending Racism- an Institutional Change Tool-kit*:
   i. Promote and facilitate methods to remove barriers to racial inclusion in recruitment, recognition of credentials and experience, hiring, promotion and retention practices.
   ii. Promote adoption of the *Train the Trainer* program on ending racism in the workplace- to be made available to all managers and employees.
   iii. Promote and facilitate adoption of anti-racism, human rights and religious accommodation policies.

4. Develop internships for Aboriginal youth and youth of colour.

5. Create peer-mentorship programs for skilled professional newcomers in various fields and sectors.
6. Monitor and evaluate progress in each institution through benchmarks based on organizational change check-list (in tool-kit). Results will be available to the public in the Centre’s annual report card.

**Outcome**

- The City of Hamilton, McMaster University and Hamilton Health Sciences will take on the challenge of creating racism-free work environments.
- Racialized minorities will receive equitable access to employment and mentoring strategies, and thereby access a higher standard of living.
- Through community partnerships, members of racialized groups will have opportunities to engage in civic participation and leadership.
- Opportunities for employment, mentoring, and civic participation will be made available for racialized youth.
- Through benchmarks, the Hamilton public will become aware each employer’s progress.

### 2.2.b The Education Sector

**Goal**

To work with four major Hamilton academic institutions to create models of inclusive, racism-free academic environments that ensure

- equal access to racism-free education
- equitable treatment within schools, colleges, and universities.
- Inclusive participation within the education sector.

**Strategies**

Focus on four key educational institutions:

- The Hamilton-Wentworth District School Board,
- The Catholic School Board,
- Mohawk Community College and
- McMaster University.

1. Implement 3-step plan for community building:
   - Identify, develop and facilitate the empowered participation of students, student groups, parents and community members from racialized groups in the discussions.
   - Identify, develop and facilitate the participation of anti-racism champions-teachers, professors, staff members, unions, PTA members, administrators etc.
   - Initiate meetings between the institutions, its members, and communities to
develop a shared agenda for access, equity and participation in the workplace.

2. Raise awareness around Canada’s demographic changes, Vision 2020, and the impact of racism in Hamilton.

3. Facilitate adoption and implementation of Ending Racism-an Institutional Change Tool-kit:
   i. Promote and facilitate methods to remove barriers to racial inclusion in recruitment, hiring, promotion and retention practices with special attention to recruiting and hiring more Teachers and Professors from visible minority and Aboriginal communities.
   ii. Promote and facilitate a Train the Trainer program on ending racism in schools, colleges and universities. Training based on an inter-sectional approach to Anti-racism should eventually become mandatory for all students, staff, and teachers.
   iii. Promote and facilitate adoption and implementation of anti-racism, human rights and religious accommodation policies.

4. Promote Anti-racist Education, Curriculum, Pedagogy and Best Practices:
   • Raise sensitivity and understanding among teachers, administrators, parents and youth of the complexity of issues affecting racialized youth, in particular the ways in which issues of gender and sexuality may intersect with issues of faith, race or culture.
   • Initiate and support professional development for teachers and faculty on anti-racist strategies in curriculum, pedagogy and classroom practice.
   • Share anti-racism best practices from other schools, colleges and universities, in particular, with OISE’s Centre for Integrated Anti-Racism Studies (CIARS) and similar academic centres focusing on anti-racist change processes.
   • Encourage development of globally aware, anti-racist, and multicultural curricula in all subject areas through linkages with other schools, colleges and universities.

5. Develop benchmarks to evaluate progress in ending racism in each educational institution, based on organizational change check-lists (in tool-kit). These are to be made available to the public.

Outcome

• McMaster University, Mohawk College, the Hamilton-Wentworth District School Board and the Catholic School Board will take on the challenge of creating racism-free academic environments.
• Students will experience an enhanced, diverse, and equitable curriculum and anti-racist pedagogy.
• Racialized minorities will receive more access to employment in the field of education, thereby creating more diverse academic spaces, providing role models for racialized youth, and enhancing the creation of multicultural and anti-racist knowledge.
• Through community partnerships, members of racialized groups will have opportunities to engage in civic participation and leadership.
• Through benchmarks, the Hamilton public will be aware of each institution’s progress.

2.2.c The Health Sector

Goal
To work with four major institutions in the Health sector to create models of inclusive racism-free health-care environments that ensure:
• equal access to health information, care and services.
• equitable treatment in health-care
• inclusive participation within the health sector

Strategies

Focus on three main institutions in the health sector:
Public Health, Hamilton Health Sciences & McMaster University Health Sciences.

1. Implement 3-step plan for community building:
   • Initiate meetings with key institutional leaders and identify and develop links with anti-racism ‘champions’ within the organizations.
   • Develop and facilitate involvement and partnership with community based health groups, women’s groups, youth groups, ethno-racial communities, SISO and health-care professionals from racialized communities.
   • Initiate meetings between the institutions and community partners to help shape an agenda for access, equity and participation in the health sector.

2. Raise awareness around Canada’s demographic changes, Vision 2020 and the impact of racism on health.

3. Facilitate adoption and implementation of Ending Racism- An Institutional Change Tool-kit (to be adapted to each institution)
   i. Promote and facilitate methods to remove barriers to racial inclusion in recruitment, hiring, promotion and retention practices with special attention to recruiting and hiring more health-care service providers and staff from visible minority and Aboriginal communities.
ii. Promote and facilitate a *Train the Trainer* program on ending racism within the institution. Training based on an inter-sectional approach to Anti-racism should eventually become mandatory for all health-care service providers.

iii. Promote and facilitate adoption and implementation of anti-racism, human rights and religious accommodation policies.

4. Enable training institutions like McMaster University to partner with community groups to integrate diversity and anti-racism into their Health Sciences curricula.

5. Ensure that service providers have access to cultural interpretation resources.

6. Develop benchmarks to evaluate progress in ending racism in each institution, based on organizational change check-lists (in tool-kit). These are to be made available to the public.

**Outcome**

- Public Health, Hamilton Health Sciences, and McMaster Health Sciences will take on the challenge of creating racism-free health-care environments.
- Racialized minorities will receive inclusive, equitable, anti-racist, and informed access to health-care and related resources.
- Racialized minorities will receive more access to employment in the field of health-care, thereby creating an environment of greater diversity and cultural sensitivity.
- Through community partnerships, members of racialized groups will have opportunities to engage in civic participation and leadership.
- Through bench-marks, the Hamilton public will be aware of each institution’s progress.

**2.2.d The Housing Sector**

**Goal**
To work with four major housing providers in the Housing sector to create models of inclusive, racism-free housing environments with
- equal access to affordable, adequate housing.
- equitable treatment from landlords and housing authorities
- safe and secure neighbourhoods.
- inclusive participation within the housing sector

**Strategies**

Focus on four key providers in the Housing sector:
**Public Housing, Landlords, Co-operatives** and **Developers**.
1. Implement 3-step plan for community building:
   • Initiate meetings with key leaders and identify and develop links with anti-racism ‘champions’ within each group.
   • Develop and facilitate involvement and partnership with community based housing groups, tenant associations, women’s groups, ethno-racial communities, Aboriginal groups, agencies serving youth, SISO and temporary shelters.
   • Initiate meetings between the housing providers and community groups to help shape an agenda for access, equity and participation in the Housing sector.

2. Raise awareness around Canada’s demographic changes, Vision 2020 and the impact of racism on affordable housing in Hamilton.

3. Facilitate adoption and implementation of Ending Racism- An Institutional Change Tool-kit (to be adapted for each housing provider)
   i. Promote and facilitate methods to remove barriers to racial inclusion in recruitment, recognition of credentials and experience, hiring, promotion and retention practices.
   ii. Promote and facilitate adoption of a Train the Trainer program on ending racism in the housing sector, to be made available to all staff and managers, landlord groups etc.
   iii. Promote and facilitate adoption of anti-racism, human rights and religious accommodation policies.

4. Ensure that service providers have access to cultural interpretation resources.

5. Promote knowledge and understanding of new immigrant and refugee needs.

6. Develop benchmarks to evaluate progress in ending racism in the housing sector, based on organizational change check-lists (in tool-kit). These are to be made available to the public.

**Outcome**

• Public Housing, Landlords, Cooperatives and Developers will take on the challenge of creating racism-free housing environments.
• Racialized minorities will receive inclusive, equitable, anti-racist, and informed access to housing and related resources.
• Racialized minorities will receive more access to employment in the housing sector, thereby creating an environment of greater diversity and cultural sensitivity.
• Through community partnerships, members of racialized groups will have opportunities to engage in civic participation and leadership.
• Through bench-marks, the Hamilton public will be aware of the sector’s progress.

2.3 ACCOUNTABILITY

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

Strategies

1. SHCI will create a Memorandum of Understanding or similar agreement with SISO (and whichever other organization it will affiliate with) to work out its relationship and processes of decision making.

2. Based on the agreement in the MOU, outreach will be conducted to recruit representatives from diverse racialized communities (immigrant, refugee, Aboriginal, faith-based, GLBTQQ, etc.) to participate in the Community Council. Membership on the CC will also include representation from all sectors and institutions in Hamilton as well as from community based groups and agencies. The CC will strive to ensure equity in terms of gender, race, class, disability and sexual orientation to create a reference group (Advisory Committee) that is knowledgeable and aware of anti-racism and can contribute meaningfully to the work of the Centre.

3. A Steering Committee will be formed to govern the day-to-day operations of the Centre. It will report to the CC, which will report to a reference group (Advisory Committee) and the affiliate agency. All agendas and minutes of Steering Committee, CC, reference group and affiliate agency meetings to be carefully recorded and filed.

4. The steering committee will hire an Executive Director, an Outreach coordinator and an Administrative Assistant to implement the daily work of the centre.

5. All Centre members and staff will participate in a two-day Orientation at the beginning of the first year of operation. This will include:
   • a workshop on the inter-sectional approach to Anti-Racism and its applications both to internal organizational affairs as well as the Centre’s goals to create inclusivity and end racism and hatred.
   • Introduction to basic policies and guidelines for the Centre (policy manual).
   • Background to the development of the Centre, in particular, the Pead report and related SHCI documents.
• Presentations on best practices from successful work in anti-racism.
• Presentations on similar resource centres in Canada.
• Discussions with community groups on key issues in Hamilton.
• A visioning exercise for the work and processes of the Centre.
• Guidelines on accountability and evaluation mechanisms.
• All Centre members will sign on to the Membership Charter, committing themselves not only to work with the Centre, but also to work within each of their institutions and sectors to ensure systemic anti-racist change across Hamilton.

7. Community Council will meet every two months. Its sub-committees and the Steering Committee will meet more regularly and report back (in writing) at CC meetings.
   • A checklist or other evaluative tool will be used to record progress on actions.
   • All decision-making processes will be clearly accounted for.
   • Agendas and minutes will be kept of all meetings.

8. The Centre will present a formal Report Card on its yearly activities at an annual Citizen’s Forum. This will include reporting on the sector-based institutional change process as well as progress along the benchmarks, plus the Centre’s public education activities, and other achievements. The Report Card will also be posted on the Centre’s website.

**Outcome**

• HCCI members will share a common base of knowledge and understanding of racism in Hamilton, and of the Centre’s history.
• Members will share a common understanding of what Anti-Racism work entails, and make a clear commitment to HCCI’s goals.
• HCCI will create clear accountability mechanisms for its governance and day to day activities.
• Citizens of Hamilton and the City of Hamilton will be kept informed of HCCI’s work and have opportunities to provide feedback.
2.4 FINANCE AND OPERATIONAL OVERSIGHT

2.4.a Finances

Goal
Seek out and secure appropriate resources to support the Centre’s work; approve, monitor and review Centre budget and expenditures.

Strategies

1. Create subcommittee to seek out and secure funding.
2. Create finance subcommittee to approve, monitor and review SHC budget and expenditures. Accountability mechanisms need to be public.

Outcome

• Clear roles and responsibilities for seeking and securing funding.
• Clear roles and responsibilities for budget, with clear accountability mechanisms.

2.4.b Community Council/Steering Committee/Staff Relations

Goal
Oversee recruitment, hiring and supervision of an Executive Director to coordinate and direct operations on a day-to-day basis. Once hired, the ED will coordinate the hiring of a Program Coordinator and an Administrative Assistant.

Strategies

1. Set up hiring committee for recruitment and hiring of the Executive Director (once hired, the ED will create hiring committee and process to hire the Outreach coordinator and Administrative Assistant).
   • Familiarize committee with bias-free, and anti-racist hiring process and work out hiring criteria.
   • Clarify expectations of the position(s) and the relationship between CC, Steering Committee and staff members (this should include supervisory structures and decision making processes.)

2. Orientation for new staff should include:
   • background of the Hamilton Centre for Civic Inclusion
   • meetings with key members
   • Anti-racism training from an intersectional approach
   • access to SHC’s and SISO’s community networks.

3. Regular staff evaluations, and on-going support for anti-racism change process.
Outcome

- Hiring committees will be familiar with bias-free and anti-racist hiring processes.
- Expectations of ED’s role and relationship with the Steering Committee and Community Council will be clarified.
- Staff will receive Anti-racism training and be briefed on HCCI history and networks.
- Staff will receive regular feedback and support.
Appendix I

Three-year work-plans:

- Public Education and Resource Sharing
- Access, Equity and Participation
- Accountability
- Finance and Operational Oversight
<table>
<thead>
<tr>
<th>AREA</th>
<th>GOALS</th>
<th>OBJECTIVES</th>
<th>OUTCOMES</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>PUBLIC EDUCATION AND RESOURCE SHARING</td>
<td>a) Public Education</td>
<td>1. Website</td>
<td>Publicize HCCI’s goals, resources and actions. Build community awareness.</td>
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<td></td>
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<td>3. Documentary film series in partnership with CHTV and Media Advisory Committee.</td>
<td>Educate Hamiltonians to ‘see’ subtle and systemic forms of racism and learn ways to end it. Publicize HCCI</td>
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<td>Educate Hamiltonians about the histories of various racialized people in Canada. Discussion will create ‘community’ and model ability to talk about painful histories.</td>
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<tr>
<td>AREA</td>
<td>GOALS</td>
<td>OBJECTIVES</td>
<td>OUTCOMES</td>
<td>TIMELINE</td>
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<td>Develop <em>Train the Trainer</em> anti-racism education program to be adapted for use in all sectors.</td>
<td>Key educational program to 'spread' anti-racism and conflict transformation framework across sectors.</td>
<td>Launch in Year 2</td>
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<td></td>
<td></td>
<td>Develop <em>Conflict Transformation</em> module /program</td>
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<td>Develop in Year 1</td>
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<td></td>
<td></td>
<td>Facilitate development of <em>Anti-Racism Network</em> and List-serve.</td>
<td>Connect disparate groups with common goals in Hamilton. Foster cooperation and respect, and share resources and ideas. Also removes barriers between Centre and other community based groups.</td>
<td>Launch in Year 2</td>
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<tr>
<td>c) Anti-Racism Network and Advisories.</td>
<td>Foster understanding, cooperation and mutual respect between diverse faith and cultural groups based on shared goals and aspirations.</td>
<td></td>
<td></td>
<td>Year 1,2,3</td>
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<td></td>
<td></td>
<td>Advisory committee Network. (Police, Media etc)</td>
<td>Creates sustainable links between Centre, Advisory committees and citizens.</td>
<td>Years 1 ,2,3</td>
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<td></td>
<td></td>
<td>Help create sector based Advisory Committees</td>
<td>Enable community participation through sector based Advisory Committees</td>
<td></td>
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<tr>
<td>AREA</td>
<td>GOALS</td>
<td>OBJECTIVES</td>
<td>OUTCOMES</td>
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<tr>
<td><strong>2.2 EQUITY, ACCESS AND PARTICIPATION</strong></td>
<td>Sector-based partnerships between communities and Institutions to create Racism free environments in:</td>
<td>Focus on key employers in each sector</td>
<td>Major Hamilton institutions will take on the challenge of anti-racist institutional change.</td>
<td>Year 1</td>
</tr>
<tr>
<td></td>
<td>a) Employment</td>
<td>Raise awareness of Vision 2020 and impact of racism in Hamilton</td>
<td>Institutions and communities will learn the link between Vision 2020 and ending racism.</td>
<td>Year 1</td>
</tr>
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<td></td>
<td>b) Education</td>
<td>Initiate meetings with institutional leaders and ant-racism “champions”</td>
<td>Solidarities will be built between communities and institutional ‘anti-racism’ champions.</td>
<td>Year 1 &amp; 2</td>
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<td></td>
<td>c) Health</td>
<td>Identify and enable empowered participation of affected communities.</td>
<td>Dialogues between community members and institutions will open channels for change.</td>
<td>Year 1 &amp; 2</td>
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<td></td>
<td>d) Housing</td>
<td>Initiate meetings between institutions and communities to develop shared agenda</td>
<td>Centre will work with institutions to adopt and implement ‘toolkit’ for systemic change.</td>
<td>Year 2 and 3</td>
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<tr>
<td></td>
<td></td>
<td>Facilitate adoption and implementation of <em>Ending Racism</em> Institutional Change Toolkit</td>
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<td></td>
<td>-Monitor progress</td>
<td>Institutions will be monitored for commitment and progress</td>
<td>End of each year.</td>
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<tr>
<td>AREA</td>
<td>GOALS</td>
<td>OBJECTIVES</td>
<td>OUTCOMES</td>
<td>TIMELINE</td>
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<td>2.3 ACCOUNTABILITY</td>
<td>Establish and maintain high standards of public accountability-</td>
<td>1. All members and staff will take part in 2 day Orientation which includes - Antiracism workshop (intersectional approach) - receives background to Centre and best practices - briefings by community groups - guidelines on accountability - sign on to member Charter.</td>
<td>Centre members will share a common base of knowledge &amp; understanding on - racism in Hamilton - HCCI / SHCI history. Members will share a common understanding of what Anti-Racism work entails and make a clear commitment.</td>
<td>Year 1- at beginning (ongoing)</td>
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<td></td>
<td>- ensure results are monitored</td>
<td>3. CC meets bi-monthly. SC and committees more regularly. - Agendas and minutes kept. - Checklist to measure progress on goals. - Decisions clearly accounted for.</td>
<td>Agency / reference group to provide feedback on CC activities. CC will be kept aware of the SC’s activities and of sector-based committee work.</td>
<td>Year 1, 2, 3</td>
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<td></td>
<td>- outcomes evaluated</td>
<td>4. CC presents formal Report Card of Centre’s activities at Citizens Forum</td>
<td>Decision making process will be clear to all.</td>
<td>March 21- Years 1, 2, 3</td>
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<td></td>
<td>- full reports made public at intervals.</td>
<td></td>
<td>Citizens of Hamilton will be informed of Centre’s work and have opportunity to provide feedback.</td>
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<tr>
<td>AREA</td>
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<td>OBJECTIVES</td>
<td>OUTCOMES</td>
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<tr>
<td><strong>2.4 FINANCE AND OPERATIONAL OVERSIGHT</strong></td>
<td>a) Finance:  - Seek out and secure resources  - Approve, monitor and review budget and expenditures</td>
<td>Create subcommittee or similar mechanism to seek and secure funding. Create subcommittee or similar mechanism to approve, monitor and review budget and expenditures. Accountability mechanism needs to be public.</td>
<td>Clarity on roles and responsibilities for seeking and securing funding. Clarity on roles and responsibilities for budget. Centre has clear accountability mechanisms</td>
<td>Year 1, 2, 3</td>
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<td></td>
<td>b) CC/Staff:  Oversee recruitment, hiring and supervision of Executive Director  ED will hire outreach coordinator and Admin. Assistant</td>
<td>Set up Hiring Committee for recruitment and hiring of ED  Orientation for Staff.  Staff Evaluation and support.</td>
<td>Hiring Cttee is familiar with bias-free hiring process. Expectations of ED and relation to SC and CC etc. is clarified. Staff receives anti-racism training (intersectional), Gets connected to community, Familiar with Centre history. Staff receives constructive feedback and support</td>
<td>Beginning of Year 1, Beginning of Year 1, Year 1,2,3</td>
</tr>
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Appendix II

SHC SWOT Analysis
## SWOT ANALYSIS

### STRENGTHENING HAMILTON’S COMMUNITY (SHC)

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>• Clear vision and goals</td>
<td>• Appears to have lost credibility with ethno-racial and faith-based</td>
</tr>
<tr>
<td>• Linked to City</td>
<td>communities in recent years</td>
</tr>
<tr>
<td>• Able to involve key community leaders</td>
<td>• Low profile</td>
</tr>
<tr>
<td>• Able to involve key institutional leaders</td>
<td>• Lack of network and communication with more localized anti-racism</td>
</tr>
<tr>
<td>• Able to involve ethno-racial and faith-based communities</td>
<td>initiatives in Hamilton.</td>
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<td>• Effective during post 9/11 rise of racism- in dialoguing on racism and</td>
<td>• Complex governing structure</td>
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<td>envisioning a diverse community living in peace</td>
<td>• Lack of clarity in decision making process</td>
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<tr>
<td>• Ensured community voices heard through community dialogues</td>
<td>• Not all SHC members share the same knowledge or understanding of</td>
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<tr>
<td>• Developed Anti-Racism tools</td>
<td>anti-racism in theory and practice.</td>
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<td>• Developed framework for Advisories-led to Police and Media Advisories</td>
<td>• Difficulties in securing resources to support and sustain HCCI’s work</td>
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<td>• Strong focus on Youth via Youth conference, development of ONPAR,</td>
<td>• Lack of will and commitment among key leaders and institutions.</td>
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<tr>
<td>etc.</td>
<td>• Resistance to change</td>
</tr>
<tr>
<td>• Developed good Community Organizing and Engagement tools and</td>
<td>• ‘blocking’ of initiatives</td>
</tr>
<tr>
<td>experience.</td>
<td>• Ongoing low-level racism in the city.</td>
</tr>
<tr>
<td>• Reports and documentation</td>
<td>• Lack of agreement among Centre members in understanding and implementing</td>
</tr>
<tr>
<td>• Success in receiving funding</td>
<td>anti-racism strategies.</td>
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<td></td>
<td>• Losing the ‘big picture’ around the importance of anti-racism work.</td>
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<td></td>
<td>• Losing credibility with people of colour and aboriginal peoples in</td>
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<td></td>
<td>Hamilton.</td>
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<td></td>
<td>• Increase in racism and violence in the city.</td>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tbody>
<tr>
<td>• To partner with SISO and other agencies to create the Hamilton Centre</td>
<td>• Difficulties in securing resources to support and sustain HCCI’s work.</td>
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<tr>
<td>for Civic Inclusion (HCCI).</td>
<td>• Lack of will and commitment among key leaders and institutions.</td>
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<td>• To appoint a strong and capable ED and define a clear governing</td>
<td>• Resistance to change</td>
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<tr>
<td>structure.</td>
<td>• ‘blocking’ of initiatives</td>
</tr>
<tr>
<td>• To help the City accomplish the changes needed for Vision 2020, and</td>
<td>• Ongoing low-level racism in the city.</td>
</tr>
<tr>
<td>Canada’s Action Plan Against Racism.</td>
<td>• Lack of agreement among Centre members in understanding and implementing</td>
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<tr>
<td>• To work with institutions and communities to end systemic racism in</td>
<td>anti-racism strategies.</td>
</tr>
<tr>
<td>key Hamilton sectors and institutions.</td>
<td>• Losing the ‘big picture’ around the importance of anti-racism work.</td>
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<tr>
<td>• Via intersectional anti-racism training, bring members to a common</td>
<td>• Losing credibility with people of colour and aboriginal peoples in</td>
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<tr>
<td>understanding and commitment to end racism.</td>
<td>Hamilton.</td>
</tr>
<tr>
<td>• To develop cooperative relationships with other anti-racism groups in</td>
<td>• Increase in racism and violence in the city.</td>
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<tr>
<td>the City.</td>
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Related Anti-Racism Plans:

- Canada’s Action Plan Against Racism (overview)
- Canadian Commission for UNESCO- (draft) Preliminary Proposal Calling for a Canadian Coalition of Municipalities Against Racism.