

Enabling Institutional Change through Community Partnership and Civic Participation

April 2006 – March 2009

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*Celebrating more than 40 Years
of social development in Hamilton*

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1.0 INTRODUCTION

The Hamilton Centre for Civic Inclusion was formed by joining two initiatives, Strengthening of Hamilton's Community Initiative (SHCI) and the Civic and Resource Center Initiative (C&RC).

SHCI was a city initiative catalyzed by the tragic events of September 11, 2001. C&RC was an initiative of Settlement and Integration Services Organization (SISO) that worked to create inclusive environments and meet the needs of immigrants and refugees. HCCI combines the two initiatives and continues to build on the achievements of the past.

Mission, Vision and Goal of HCCI

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.

Department of Canadian Heritage Funding

In 2006, the Department of Canadian Heritage (Government of Canada) funded a 3-year project of the Hamilton Centre for Civic Inclusion (HCCI) called, "Enabling Institutional Change Through Community Partnership and Civic Participation".

The aim of the project was to support the City of Hamilton and its major institutions, businesses and service and inclusive environments in all areas of civic life. Partners in the project included the Civic Resources Centre Advisory Committee, Strengthening Hamilton's Community Initiative, and Settlement and Integration Services Organization.

2.0 EVALUATION METHODOLOGY

This evaluation was conducted by Deirdre Pike, Social Planner at the Social Planning and Research Council. The SPRC was contracted by HCCI to do a broad stroke review of the successes and challenges experienced throughout this project. The information for this evaluation came through a review of written evaluations by participants of numerous training activities that took place by HCCI as well as conversations with staff members and a review of training materials produced by HCCI through this funding. Training evaluation reports generated by HCCI staff were also scanned for feedback and the evaluator attended HCCI's Report to the Community in March, 2009.

Proposed Project Activities (taken from project proposal)

The following items made up the proposed activities of the HCCI under this proposal:

- Development of HCCI's 3-year plan
- Development of promotional materials such as posters, brochures and a website
- Development of documentary film series in partnership with CHCH and Media Advisory Committee
- Development of an "Ending Racism Toolkit"
- Development of a Train-the-Trainer Anti-Racism Education Program for all sectors
- Implementation of a conflict transformation module/program
- Facilitation of the development of a network and email list
- Creation of a sector based advisory committee
- Creation of report cards for all HCCI activities and presentation of them at Annual Citizens' Forum
- Establishment of committees for hiring personnel and for management/monitoring HCCI budget, expenditures and fund raising

Expected outcomes/results and how they will be measured (project proposal)

1. Increased public education and resource sharing:
 - a) Hamiltonians recognize and combat subtle and systemic forms of racism
 - b) Resources are available to help institutions initiate and implement the process of systemic anti-racist change
 - c) Education and training programs and resources are available and delivered in order to disseminate anti-racism and Conflict Transformation framework is across all sectors
2. Increase equity, access and participation
 - a) Sustainable links between Centre, Advisory Committees and citizens are well established
 - b) Major Hamilton institutions take on the challenge of anti-racist institutional change. Institutions adopt and implement tool-kits for systemic change
 - c) Common understanding of the link between Vision 2020 and ending racism by communities and institutions
 - d) Increased participation in dialogues between community members and institutions to address mutual concerns

3. Accountability measures are implemented
 - a) Common base of knowledge and understanding on racism in Hamilton
 - b) Members share a common understanding of what Anti-Racism work entails and make a clear commitment
 - c) Clear processes for decision-making are in place
 - d) Hamiltonians/diverse communities are well informed about the HCCI's work and have opportunities to provide feedback

4. Sustainable resources and operations plan are well established
 - a) Funding strategy developed to sustain HCCI operations
 - b) Accountability mechanisms established for HCCI financial management

3.0 RESULTS OF HCCI'S ENABLING INSTITUTIONAL CHANGE THROUGH COMMUNITY PARTNERSHIP AND CIVIC PARTICIPATION

1) Increased public education and resource sharing

a) *Hamiltonians recognize and combat subtle and systemic forms of racism*

Website

One of the objectives under this goal was to complete a website that would publicize the centre's goals, resources and actions. That website, www.hcci.ca, has been completed and is an attractive and accessible site offering up to date sections about HCCI, reports, events, resources, news, program information, links, and media releases. All sections contain timely information about the latest events or news. The resource section hosts a place for the toolkits developed by HCCI to be available for download. The site receives an average of 25 – 100 hits per month.

Posters and Brochures

HCCI has had a very successful social marketing campaign working to educate Hamiltonians about racism. "Recognizing Racism" and "End Racism in the Workplace" are examples of 2 of the 4 series of public education posters and brochures that were widely distributed and displayed throughout the city including bus shelters and in many workplaces and community centres.

Media and Public Relations

Working with CHCH TV News, HCCI's Media Advisory Committee was able to create 6 public service announcements showcasing Hamilton's diverse community members and their achievements. HCCI was also featured in over 100 newspaper articles, 15 public service announcements, 35 radio broadcasts, and several interviews from various media outlets.

b) *Resources are available to help institutions initiate and implement the process of systemic anti-racist change*

Resources for Change

HCCI created three training resources to assist organizations in implementing systemic change with regard to racism: an Organizational Change Toolkit; an Ending Racism Toolkit; and a Train the Trainer Manual: A Resource for Mobilizing Communities. A Facilitator's Manual is also available to accompany the resources. Each of the resources is available for free downloading off the HCCI website.

The resources are filled with well researched content in each of the areas with good reference sections. The value of the resources has been recognized across Canada with the Train the Trainer Manual: A Resource for Mobilizing Communities, being adopted for use by the Department of Canadian Heritage, Community Development Branch. Organizations in Alberta have also been using the HCCI toolkits, including the United Way of Calgary. Others include the Toronto Institute of Development, the Hamilton-Wentworth District School Board and the Ontario Council of Agencies Supporting Immigrants Network.

Locally, each of the toolkits were used in many training sessions and, while not directly assessing the toolkits directly, the evaluation comments from these sessions were positive in their assessment of the information shared which came from these toolkits. The evaluation comments came from HCCI staff delivered evaluation forms.

- c) *Education and training programs and resources are available and delivered in order to disseminate anti-racism and Conflict Transformation framework is across all sectors*

Resource Availability

Each of the resources developed by HCCI to assist organizations in making systemic anti-racist change (Organizational Change Toolkit; an Ending Racism Toolkit; and a Train the Trainer Manual: A Resource for Mobilizing Communities), has been made broadly available through free downloading off the HCCI website. The website, www.hcci.ca, receives approximately 25 to 100 hits per month. The number is not broken down to assess what people access on the site, however, anecdotally it is known that many individuals and organizations have downloaded the resources.

The resources are also widely publicized through the 2,000 member e-list that HCCI has created as well as through the public meetings they have had including 4 Conversation Cafés held in several Hamilton neighbourhoods.

Training Delivery

HCCI used these and other resources as a framework for the various training initiatives they delivered throughout the community over a three year period. Over 2,300 people received Diversity Training, Community Mobilization Training or were part of Organizational Diversity Assessments.

Members of over 37 ethno-racial communities have received training including Chadian, Pakistani, Hispanic, Sikh, Polish, Thai, Indian, Iraqi, Chinese, Kurdish, Korean, Albanian, Syrian, Liberian, Guinean, Jordanian, Russian, Armenian, Iranian, Haitian, Congolese, Somalian, El Salvador, Columbian, Egyptian, British, Zimbabwean, Mexican, Cameron, French, Sri Lankan, Moroccan, Afghani, Ivory Coast, Karen, Filipino, and Croatian.

The following are some examples of the many groups that received some aspect of training over the last three years through HCCI's efforts. An analysis of the evaluation forms from each has taken place. Some of this information is highlighted below but a more detailed version of each evaluation is available.

Community Mobilization Training

Over 330 community members, activists and advocates from diverse ethno-racial communities in Hamilton received Community Mobilization Training as developed by HCCI. The training includes 6 key modules: Understanding the 'isms', Hate and Bigotry; Understanding and Implementing Civic Leadership; Community Structure, Strengthening and Building Communities; Leadership in Community; and Engaging Community. Those who complete the training are part of the Community Mobilization Team and consequently undertake to mobilize others from their community by inviting them to events, promoting HCCI activities, and recruiting others to take the training.

Hamilton Police Services: HCCI delivered diversity training to over 500 Hamilton Police Services personnel as part of the HPS Block Training Program. They have incorporated HCCI's diversity training into their regular Block training so that every week HCCI is visible doing this work with HPS. All uniformed officers were required to take Cross Cultural Training and Advantages to Diversity Training.

HCCI did a summary of evaluations after 8 sessions of the training had taken place with 163 Police Officers. When asked if the information presented was conveyed clearly, 94% responded clearly or very clearly. Eighty-eight percent (88%) of participants indicated the facilitators were responsive to the needs of the group. The same percentage reported the activities in the workshop were conducive or very conducive to the learning.

However, in the individual comment area there were some comments that indicated other views. The length of time of the workshop and the placement of activities was commented on a few times. For example, "Introduction was long – lengthy, 25 minutes, – could have used time otherwise." Another commented that although the "presenters were excellent...the information was repetitive to previous diversity training." This was echoed in at least 5 other comments. There were also numerous responses that indicated a preference for more input from "recent immigrants" and case studies that were particular to police services. (Note: This evaluation included only 163 responses out of a possible 500.)

North Hamilton Community Health Centre: HCCI delivered diversity training to the staff at this local community based health care centre. Participants noted in their evaluation forms that they had gained an increased awareness concerning communication between cultures and the need to be aware of how we communicate with others from different cultures, the impact that our choice of language can have on people, and a heightened awareness of the importance of reaching out to people. Each of the 33 people who completed evaluation forms indicated the training was "worthwhile" or "very worthwhile", and averaged an 8.6 out of a scale from 1 – 10.

Hamilton Council on Aging: Diversity training was delivered to the staff of the local Council on Aging. Participants indicated they had come away from the training with increased learning in the areas the cultural differences that need to be addressed in service provision; why immigrant seniors are isolated; and a better understanding of different cultures and how some actions affect seniors.

Through the evaluation forms, the 7 staff members agreed the training was "worthwhile" or "very worthwhile" and gave an average rating of 8.4 out of 10.

Afro-Francophone Community: Community mobilization training was offered to over 20 people from Hamilton's Afro-Francophone community. The training was delivered in French. Of the 20 completed evaluation forms, 92% were very satisfied with the workshop while the other 8% were satisfied. Participants reported an increase in their understanding of community realities, demographics/populations, a new way of solving issues and appreciating more diverse ideas from the various backgrounds of people.

Best Start Network: HCCI conducted Diversity Assessments on 4 organizations related to the Best Start Network in Hamilton as part of a pilot project for the process.

The Hamilton Best Start Network is comprised of a number of agencies supporting families by offering a broad range of services for children 0-6 years of age to help ensure their children receive the best possible opportunities in their early development. Four of the member agencies from this network were the first to take up a Diversity Assessment of their organizations - Wesley Urban Ministries, Today's Family, Affiliated Services for Children and Youth, and Jamesville Community Centre. The assessment included participation from Board and Staff of an organization and in the end, recommendations were made to each organization about how they might increase their cultural competency to ensure that organizations and services provided by the network are diverse and inclusive.

One part of the assessment tool asked questions about accessibility and diversity in an organization's Governance and Leadership, Programs and Services, and Human Resources policies and practices. Each of the Best Start participant organizations (4) reported the information associated and presented with each section was "helpful in providing a true picture of your efforts within their organization to date." (Although many staff or volunteer members of an organization may have been involved in the Diversity Assessment, only one evaluation form was completed for each organization.) Supporting comments included: "We felt the assessment was very comprehensive and thorough" and "Through completing this process staff became more aware of all aspects of the organization and what we are currently doing to support diversity and inclusivity as well as areas we can improve upon."

One comment for further reflection in this section included: "All sections were helpful but we needed to be more strategic about who provided input to each section." Another commented that although the sections allowed for review, "only small layers of our efforts in the area of inclusivity and diversity were revealed through the process."

In another evaluative area there were suggestions as to how HCCI could have made the process and the recommendations more specific to the needs of the organization. For example, "The recommendation section was somewhat generic in sections. Agency specific suggestions would be of benefit for consideration as well as the broader suggestions." Another response from one of the participating organizations referred to the tool itself. "The Assessment Tool needs to be more targeted...simplify document."

2) Increase equity, access and participation

- a. Sustainable links between Centre, Advisory Committees and citizens are well established

An e-list with over 2,000 names has been created and regular updates on HCCI's work, events, and resources are publicized through that connection. This e-list keeps members connected through a platform for knowledge exchange.

Other links that have been established have come through the involvement of many of HCCI's Community Mobilization Team members in Advisory Committees to the city of Hamilton. For example, members now sit on the Advisory Committees for Anti-Racism, Immigrants and Refugees, and the Status of Women. As well, others are part of the Hamilton Roundtable for Poverty Reduction and the Affordable Housing Flagship.

- b) Major Hamilton institutions take on the challenge of anti-racist institutional change. Institutions adopt and implement tool-kits for systemic change.

A number of institutions have experienced the value of the resources developed by HCCI and that has resulted in the Train the Trainer Manual: A Resource for Mobilizing Communities, being adopted for use by the Department of Canadian Heritage, Community Development Branch. Other organizations that have adopted the toolkits include the United Way of Calgary, the Toronto Institute of Development, the Hamilton-Wentworth District School Board, North Hamilton Community Health Centre, Hamilton Best Start Network and the Ontario Council of Agencies Supporting Immigrants Network.

- c) Common understanding of the link between Vision 2020 and ending racism by communities and institutions

Vision 2020 began in Hamilton in 1992 with “a vision of a strong healthy, sustainable Hamilton shared by citizens, city council business and organizations.” It puts forth that in decision making it is critical to consider the economic, social and environmental impacts of each decision. One of its principles is the “Achievement of Equity”.

The need for an organization like HCCI is clear in Vision 2020’s overview which envisions a “caring community that gives opportunity and support to all its members, including children, the aged, people with disabilities, immigrants, refugees and the disadvantaged.” HCCI has assisted in the achievement of Vision 2020 by assisting over 2000 individuals and organizations to recognize and combat both subtle and systemic forms of racism. In turn, this will make the “achievement of equity” that Vision 2020 embraces more possible. During training opportunities, HCCI staff and volunteers worked to make the link between anti-racism and the impact on the broader community of Hamilton through the work of Vision 2020.

- d) Increased participation in dialogues between community members and institutions to address mutual concerns

One of the great successes of HCCI has been the mobilization of the business sector in this important work. This has resulted in a initiative that can reach a broader section of the community to address mutual concerns. For example, a stronger connection with business has meant that the Chamber of Commerce takes an active role in the work of HCCI and the Chamber members are more aware of the importance of linking Hamilton’s prosperity and future to the engagement of diverse community members. This was evidenced by active participation of the Chamber’s president in HCCI’s Report to the Community.

Another success in this area is assisting community members to broaden their vision of what diversity is. Although much of the work of HCCI is focussed on racism, there is a clear understanding that to work toward civic inclusion means the inclusion of all. To that end HCCI has conducted community conversations with members of the LGBTQ community (Lesbian, Gay, Bisexual, Transgender and Queer) to help address particular issues to that community’s inclusion. HCCI is working toward regular inclusion of LGBTQ material in their diversity trainings.

HCCI has been a leader in organizing sector related committees to address mutual concerns. These include the HCCI-Employer Resource Steering Committee and the

HCCI Health Task Force. Both of these committees have reached some significant goals in their respective areas. For example, the Health Task Force has resulted in the creation of web resources entitled, "Cultural and Diversity Resources for Health Care Professionals." The webpage is available through Hamilton Health Sciences and currently has 2,500 health care professionals linked to it.

3) Accountability measures are implemented

a) Common base of knowledge and understanding on racism in Hamilton

The members of HCCI and the Community Mobilization Team (CMT) took on a 6 module learning piece, examining Understanding the 'isms' Hate and Bigotry; Understanding and Implementing Civic Leadership; Community Structure, Strengthening and Building Communities; Leadership in Community; and Engaging Community. This led to a common base and understanding of racism in Hamilton that has now been shared with over 2,000 people in the community and will continue to be disseminated in the future.

b) Members share a common understanding of what Anti-Racism work entails and make a clear commitment

Through the 6-module training experience, a common understanding of what anti-racism work entails has developed and now members of the Community Mobilization Team carry that into the various communities with which they interact. CMT members came from 37 ethnocultural communities in the city. On top of that, close to 40 CMT members have taken positions on various advisory committees throughout Hamilton addressing a variety of social and economic issues. Their commitment to this work is seen through these actions as the members bring their insight and knowledge to many tables throughout the city and its institutions.

In addition, the creation of sub-committees for CMT means that members are addressing issues from a sector based approach including housing, health, education and employment to supplement HCCI's effort in enabling institutional change.

c) Clear processes for decision-making are in place

HCCI has developed a clear governance structure to oversee its important work in this community.

The Executive Committee, which oversees the strategic direction of the organization, is comprised of 5 members from various sectors and communities in Hamilton. These include youth, media, community activists, faith communities, and racialized communities.

The Governing Council of HCCI of 19 members includes a broad range of community leaders including the Mayor of Hamilton, city managers, leaders of social service agencies, business and health partners, for example.

There are 3 sector-based committees, again comprised of a broad range of community leaders from various diverse communities and with appropriate sector

representation. These committees are the Health Task force, the Education Task force and the Employer Resource Steering Committee.

Five staff people are employed by HCCI including an Executive Director, Community Outreach Coordinator, Community Development Coordinator, Community Developer and Administrative and Youth in Motion Coordinator.

Over 30 volunteers (apart from the CMT members) also support the work of HCCI.

d) Hamiltonians/diverse communities are well informed about the HCCI's work and have opportunities to provide feedback

Besides the extensive public education and resource sharing identified in Outcome 1 above, HCCI has kept Hamiltonians/diverse communities well informed through community meetings, conversation cafes, training opportunities and Annual General Meetings. At each of these opportunities HCCI has ensured that appropriate time for evaluation of the meeting or event was given in order to receive individual and community feedback. One particular tool that was used to inform community members about HCCI's work was the annual "Report to the Community."

4) Sustainable resources and operations plan are well established

a) Funding strategy developed to sustain HCCI operations

HCCI developed an extensive Strategic Plan to guide the organization over the next 5 years. This includes a funding strategy. HCCI needs to receive continued financial support to ensure sustainability. Please see Appendix for Strategic Plan.

b) Accountability mechanisms established for HCCI financial management

The HCCI Treasurer is a member of the Executive Committee and provides financial reports to the community each year at the Report to the Community. The treasurer has also been responsible for ensuring that HCCI meets its fiduciary responsibilities with each of its funder and has provided appropriate and timely reports throughout this project.

4.0 CONCLUSION

Hamilton's Centre for Civic Inclusion set out to reach many goals, objectives and outcomes in each of its priority areas in this 3-year project. They have been successful in achieving solid results in every area. They have been diligent at providing evaluative opportunities for participants in their work at every step along the way, monitoring their progress as they went.

HCCI is an invaluable asset to this community. Its achievements in community mobilization and in assisting organizations to create institutional change with regard to racism and other diversity issues in Hamilton, is essential to achieve the goals of Vision 2020 and other civic bodies in making this community a truly inclusive place for all.