



Welcoming Communities Grey Bruce Strategic Planning

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And
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Background

Welcoming Communities Grey Bruce (WCGB) was formally incorporated in the summer of 2019. It was established to advance the work begun by a number of community groups to make Grey and Bruce more inclusive and welcoming of all of its residents. These groups include the Good Neighbour Network, the Grey Bruce Newcomer Network and the Inclusive Communities Committee (ICC), founders of the annual Grey Bruce One World Festival. Two funded projects have been recently completed: Making Grey Bruce Home (MGBH) and the Rural Economic Development & Employment Grant (RED). Much learning has come from prior work, and as is the nature of community work, some lessons are yet to be harvested.

The objects or goals of WCBG include:

1. Providing education, counselling, referrals and other support services in Grey and Bruce Counties for immigrants, refugees and newcomers in need including: language instruction, employment training, job search programs, translation services and information programs on regional and Canadian culture and life.
2. Engaging community members in planning and activities to reduce social, racial, cultural and institutional barriers and support a welcoming and inclusive Grey Bruce.
3. Collaborating with public, not-for-profit and private organizations and businesses to ensure that the needs of newcomers to Grey and Bruce are met and to build a welcoming and inclusive region for all residents.

During the summer of 2019 an inaugural board was formed including: **Donald Anderson, Colleen Purdon, David Morris, Nivin Khzym, Olga Gura, Nicholas Forrester, Waleed Aslam and Manpreet Sangha**. For the planning sessions, we were also joined by **Francesca Dobbyn**, ED of the United Way Grey Bruce (UWGB), a sponsoring organisation for WCGB, **May Ipp**, staff member and **Jo Calvert**, co-ordinator of the One World Festival. While some board members have worked together on prior initiatives, others are new to this work. Founding members have taken care to invite new members representing a wide range of diversity to join the board. The group has just received funding for the Rural Pathways for Visible and Minority Newcomer Women, a six month project in collaboration with the United Way of Grey Bruce (UWGB) as lead agency. Our rural community has lacked formal settlement, immigration or co-ordinated service supports, although announcements of significant new funding for service appear to be imminent.

Parameters of the planning process

This report, and the plans herein, result from two-meeting planning process that emphasized board members getting to know one another and developing a common understanding of the roles and activities WCGB will take on. The plan is focused on the first year of operation. The scope of the plan includes: the roles WCGB will take on in the community; the relationships and capacities it needs to develop; the activities, and a start on an outcome evaluation framework. Prior to the first meeting participants were invited to complete an online survey about how they understood current planning requirements. A community timeline of prior work and a discussion of recent changes in service development focused the conversation on the roles that the new organization would like to develop focused on fostering learning, collaboration and partnership.

At the time of the first meeting, the City of Owen Sound has been experiencing incidents of racial hatred including the “egging” of the mosque and a sticker campaign of images from racial hate groups.

The Strategic Planning Framework

A **strategic plan** creates the path to build the **capacities** and **relationships** needed to generate the **activities** that produce the **outcomes** that meet the organization's **goals**.

Framing up the conversation

Every strategic plan begins with a conversation about the future, but there are several key planning trends in the not-for-profit sector that can make a difference:

- Strategic planning in the sector has changed from aiming to build stability to building resilience – the capacity to shift and change as the community landscape shifts.
- It is all about relationships – those individuals build and those organizations build in the community to move the work forward.
- We can design our organizations to build the capacities to attain the outcomes we plan to achieve. This means we need to know what outcomes will show the impact of our work.
- We can look backward through the history of this work across the community to help us see the way forward for the organization.
- Go slow to go fast; take the time now at the beginning to build toward strength.

The online survey

We began the process with an online survey to capture what board members feel is important for planning right now. The question we asked was: *In your opinion what are the most important things the group should be thinking about with regard to:*

- Vision and goals?
- Prior history of this work in our community?
- Relationships and how you work together?
- Project management?
- What else is of vital importance?

A condensed version of the full text of responses can be found in **Appendix A**.

Setting the Planning Agenda: What matters most right now?

Three big tasks emerge

Planning participants considered where to begin. In the first year, a new organization must simultaneously start to do the work while also beginning to build the capacities and relationships that will grow their activity and generate the outcomes they hope for. Three immediate tasks emerged as important:

1. Communicate about WCGB: Create a narrative for the community about WCGB's purpose.

- We need to advertise ourselves better.
- There are lots of misconceptions that lead to serious barriers. There is a need to educate employers and people in the community about the barriers newcomers face and how to address these.
- Create more awareness in our community to attract people.
- It would help if people had a better understanding that newcomers bring jobs, are entrepreneurs and create economic benefit in the community.
- We have numbers to show the benefits, newcomers are hardworking and often willing to do jobs that Canadians won't do to support their families. Newcomers also bring newcomers into businesses – big financial return.
- A just and equal future for everyone in our community benefits everyone.
- Ensure diverse leadership and participation.
- Create a narrative about the benefits of newcomers to the community. Statistics that show a pattern of third generation success following immigration.
- Improve outreach – so people know who we are.

2. Create spaces for the Big Conversation about systemic racism in our community.

- Everyone is a newcomer to Canada except the Indigenous people.
- Tackle injustice – look at white elephant in the room – white privilege and white fragility.
- Learn to talk about systemic barriers/racism in our community – some people will be very uncomfortable with this, we often don't have a language to talk about these things.
- Talk about the way Indigenous people are treated, and barriers they face, intergenerational poverty and discrimination. Disabled, Black and LGBTQ community have similar issues – we can learn together and there may be alliances.
- How do we create 'alternate' space to talk and listen, conversations that get these issues out of silence, in a nonjudgmental way that build relationships?

3. Carry out the practical work of ensuring inclusion.

- How do we talk to employers about hiring newcomers? How do we talk to employers so they can hear?
- Retention is important – make our communities welcoming and inclusive.
- It is not easy to settle here – we couldn't access the basics. White friends had no idea why this happened – had no understanding of systemic racism.
- How can we create welcoming practices? What is expected and how do we show we understand the barriers?
- Build a membership that is more than just allies.
- Understand what is needed now by newcomers, without making assumptions.
- Attracting newcomers is important, but we need to retain and connect them.
- Overcome stereotypes to connect and clarify – learn about one another.
- Get local leadership involved.

Looking back at our community's history in the work to plan forward

Colleen Purdon presented a time-line of the community's work toward inclusion since the development of the Inclusive Communities Committee in 2005. Looking back over this history of social movement work across various community efforts helps to bring the long view of the community story to situate the current work. Looking across time and community effort, we could identify four distinct frames with related but different audiences.



The timeline helped us to notice that the focus of the work in our community has shifted significantly over time. Even since obtaining incorporation status for WCBG, the landscape has changed. Two major shifts affect the roles the new organization will take up within its stated goals, raising two significant questions:

1. A shift in audience

While the early work of inclusion began in response to barriers for First Nations people, it became more broadly based to include LGBTQ+, persons with disability and Black, Indigenous and Persons of Colour (BIPOC) communities in the One World Festival. It shifted again to focus on newcomer settlement and the experience of racism. **How broad or narrow should the current focus of WCBG be?**

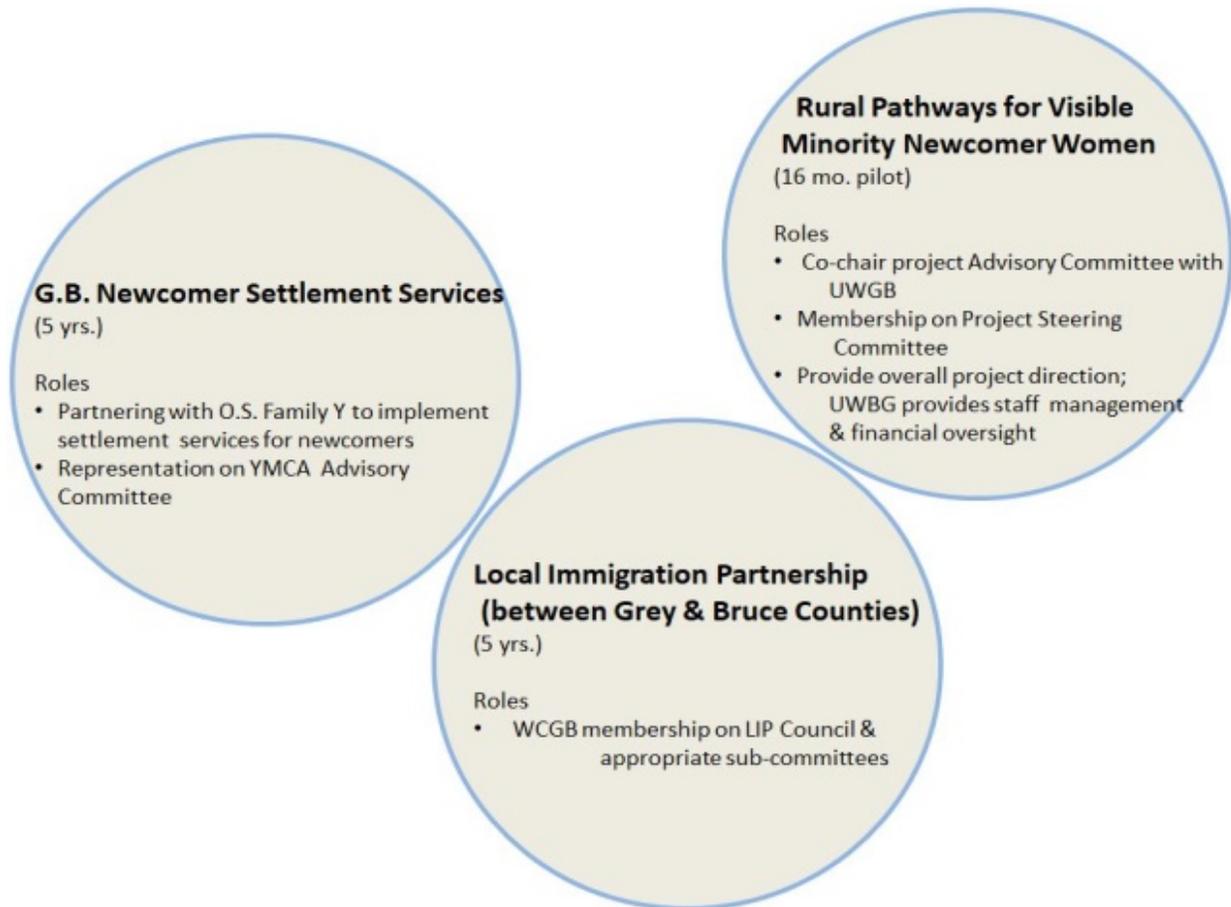
2. Significant new players on the landscape

One of the key ideas behind the formation of WCBG was to secure funds for service delivery, as represented in the first of its goals. The impending announcement of funding of two new substantial newcomer settlement service projects brings in players who have not previously been active in community efforts to build inclusion. **What is the role of WCBG with respect to service development by others?**

Starting to plan: mapping the current landscape

Mapping is a way to create a visual image of the work that is going on in a community and the roles of different players. Currently the organization has some formal role obligations in the emerging projects. These roles provide a formal connection point between initiatives and between service providers and WCBG.

Mapping is also a way to track changes in the landscape and is a key skill for organizations who wish to foster collaboration and networking amongst players in a community. A new project, Rural Pathways for Visible Minority Newcomer women is an 18-month pilot project that began in August 2019. The project will learn how our rural community can support pathways to employment for visible minority newcomer women. Two other programs, also funded by Citizenship and Immigration Canada, are approved in principle, but not yet announced: a Local Immigration Partnership project and Newcomer Settlement Services are hoping to launch April 2020. The diagram below shows how Welcoming Communities could be involved as partners with these intersecting projects:



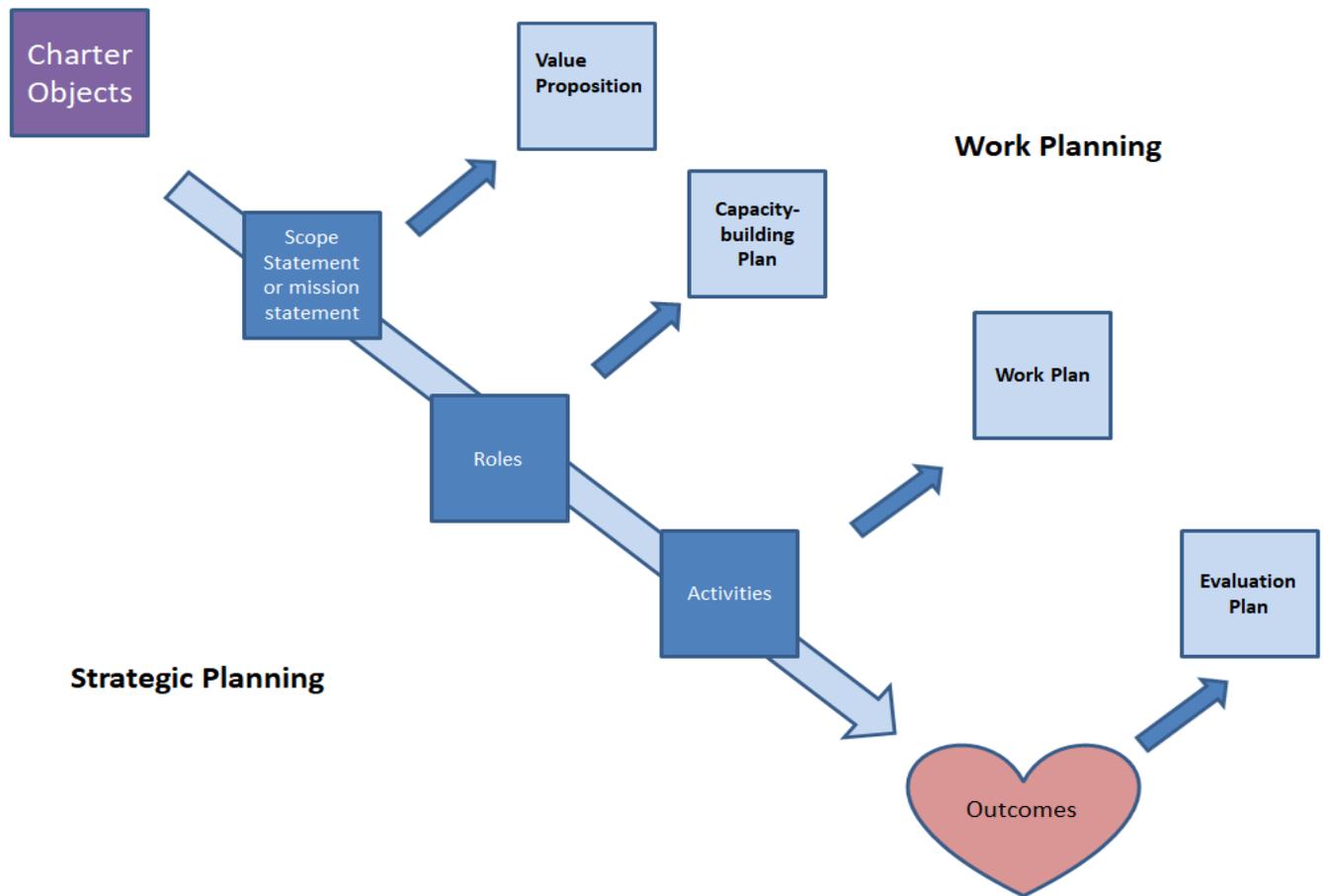
Next Steps in Mapping:

Community landscapes change all the time. New initiatives, new funding, new community groups appear or disappear. WCGB has the advantage of some long-time players in the organization who have seen the shifts, and can predict what might happen next. This is a real asset in developing a community approach.

A future question: **What else is on the landscape and what other organizations are at work in this space that might be harnessed to the work of building welcome?**

Mapping the plan: the route from objects to outcomes

There are many routes to planning, but most sector organizations have replaced long and often vague statements about vision and values with a more outcome orientated planning. Impactful community-wide initiatives are increasingly based on working across difference, not only in values, but also in culture, expectation and ways of working. These kinds of initiatives are intentional about the impact they want to have and learn to draw a straight line from goals to outcomes, bringing clarity to the value they produce in community. Clarity about what the organization is *for* engages others in the work and helps to attract collaborative partners to the table.



Landing on the scope of the work

Every organization must make critical decisions about what is in and out of scope in their work. A scope statement is a little more precise than a mission statement. It sets out the parameters of the work – what is in and what is out of scope. This distinction helps to focus the organization’s work toward particular outcomes.

Participants had a lot of discussion on the scope of the work of WCGB. We could see from the timeline how the scope of the work in the community has narrowed to focus primarily on newcomers. New funding supports services for this population but does not engage with the exclusion and discrimination faced by First Nations and LGBTQ+ communities, persons with disabilities or longer-term residents who face racial discrimination.

Members feel it is important to keep the broad focus of inclusion in their work, even though, for the present moment, the work will be focused on the needs and services provided to newcomers to our region. The composition of the board and eventual sub-committees should represent this this broad focus.

Development of a Mission and Value Proposition

A Scope or Mission Statement for Welcoming Communities Grey Bruce

The planning participants and consultant developed a draft scope or mission statement for WCGB:

“WCGB works to create inclusive and welcoming communities in our region that ensure the inclusion of those who are new to Canada, new to our communities or vulnerable to the experience of discrimination because they are Black, Indigenous, People of Colour, LGBTQ+, or living with disability.”

The board reviewed the draft scope/mission statement and created a final Mission Statement for Welcoming Communities:

Welcoming Communities Mission Statement

WCGB works towards an inclusive and welcoming Grey Bruce where differences are celebrated and no one is left behind.

A Value Proposition for Welcoming Communities Grey Bruce

The board will use ***“WCGB works towards an inclusive and welcoming Grey Bruce where differences are celebrated and no one is left behind”*** as the Value Proposition for this time, and continue work on the development of a concise statement that explains what value WCGB creates for the community. It will help everyone to understand the work, why they should support, volunteer, participate or collaborate with WCGB. When the concise value proposition is completed it will be embed into WCGB branding.

Development of WCGB Focus: Two Roles & Four Goals

Creating role statements for an organization is an important part of positioning the work you want to do on the landscape of other players. In the first meeting we saw that some of the original ideas about roles for WCGB have shifted. The discussion lead us to focus on WCGB’s objects two and three, those related most to community learning, collaboration and best practice, and place less focus on the first object related to direct service delivery. Two clear roles emerged with four concise goals. Detailed role planning documents can be found in Appendix B.

Role #1: Create public awareness

WCGB will create public awareness of the role of WCGB and its objectives. WCGB will educate and hold organizations, businesses, community members, government and leadership accountable for addressing: systemic barriers to inclusion, racism and cultural biases, and inequity in our region.

Goals

1. Co-ordinate community learning to create awareness of WCGB.
2. Build community learning to improve social, racial and cultural sensitivity to overcome barriers to inclusion.

Role #2: Know who is doing what and build a networked approach

WCGB will know who is doing what and facilitate a networked approach to building welcoming communities that are inclusive of diversity: newcomers, BIPOC and LGBTQ+ communities and persons with disability.

Goals

3. Build a networked view of community efforts in the work of welcoming in our region.
4. Facilitate networking, collaboration and partnerships among community partners to work and learn together with people with experience to establish inclusive best practices.

Next Steps in Role and Goal Development:

Community level planning is often a circular activity: we may see the activities before the roles, or the goals only after we have mapped out the roles and relationships. The work of planning is to create a straight line from role to activity to outcome. This takes time. Check that these roles and goals encompass the work you will do in year one and align with your objects. Take a little time to wordsmith, if the language does not quite capture the essence. If more ideas arise, you can “park” them in your minutes so they are not lost, and stay focused on the immediate timeframe.

Capacity Building Plan

In the detailed working out of each role, we were able to see the kinds of relationships that WCGB will need to foster, and some of the expertise it will need to be effective in achieving the outcomes it hopes for. Generally a “capacity” is defined as the “range of capabilities, knowledge and resources that a nonprofit need to be effective”.¹ Capacity building then is how the organization builds the ability to do its work.

These are the capacities that participants identified WCGB need to develop. Recognizing that the work of being a welcoming community doesn’t begin with WCGB, and many members have long-standing experience, participants spoke of assessing existing capacity. This begins by asking: of the capacities we need, who already has the expertise?”

Capacities for Role 1: Create public awareness

- Identify the range of potential partners, media & political connections to establish who our best partners are.
- Develop familiarity with the literature on overcoming barriers to inclusion.
- Bring attention to our language and develop a common language for WCGB and community.
- Develop protocols to address systemic racism, barriers to inclusion, and inequity quickly.
- Identify & build media connections.
- Develop a social media strategy.
- Build collaborative media relationships with community partners.

Capacities for Role 2: Know who is doing what and build a networked approach

- Develop the ability to map resources, partners and key players to create a data base of who is doing what and how to connect
- Build community awareness of service gaps and needs
- Build a comprehensive communication strategy to connect community partners with each other and to newcomers.

- Assess, develop and recruit Board members with expertise in creating connections and partnerships to act as resources for the community.
- Support the leadership of community partners to partner, collaborate and building connections
- Manage ongoing mapping of the existing network.
- Develop ability to include people with experience as subject matter experts.

Next steps in capacity building planning:

Place a priority on the most important capacities for the Board to develop right now, and those that can wait a little. Create a short assessment survey to ask members to identify their expertise in these areas. Then, make a learning plan that could include sharing each other's expertise, attending workshops or reading about the experiences of similar organizations.

Development of WCGB Workplan

Linking activities to the goals set for each role helps to develop a work plan that ensures that the way forward is focused on intended outcomes. This way, everybody's work contributes to the same goals. When our planning is absent or not focused, organizations are at risk of "mission drift" – that is doing the work that seems important in the moment but does not produce the outcomes you have built the organization to achieve. What follows is a roll-up of activities the group discussed framed with the roles and goals WCGB intends to meet in year one and a start on year two. In the case of the first role, the goals were so closely aligned that they are combined.

Welcoming Communities Grey Bruce Year 1 Work Plan – Role #1

Role #1: WCGB will create public awareness of the role of WCGB and its objectives. WCGB will educate and hold organizations, businesses, community members, government and leadership accountable for addressing: systemic barriers to inclusion, racism and cultural biases, and inequity in our region.

| Goal: Create awareness of WCGB & build community learning to overcome barriers to inclusion | | |
|--|--|------------------------|
| Immediate Actions: January to June 2020 | | New Resources |
| 1. | Identify and map partner organizations with key contact information | |
| 2. | Identify and prioritize best opportunities to collaborate with other organizations | |
| 3. | Create a <i>who does what plan</i> for board members to conduct strategic outreach and relationship building | |
| 4. | Develop a Quick Response Process (QRP) to combat incidents of racism & discrimination in the community | |
| 5. | Develop a board protocol & media dissemination plan for the Quick Response Process (QRP) | |
| 6. | Work with Rural Pathways staff to locate visible minority women to play an active role with WCGB. | |
| 7. | Develop a value proposition or short vision statement & integrate it with current WCGB branding | graphic design support |
| 8. | Complete the update of the WCGB website | |
| 9. | Create a public launch event for WCGB to include partners, service providers & municipal officials to coincide with Random Act of Kindness Day Feb. 17 | |
| Medium-term Actions to January 2021 | | |
| 10. | Develop strategies to showcase and celebrate stories of those new to Canada, new to our communities or vulnerable to the experience of discrimination because they are Indigenous, LGBTQ or experience disability. | Project funding |
| 11. | Monitor active committee participation in 3 new projects | |
| 12. | Develop both board expertise and resource materials for community providers | Project funding |
| 13. | Maintain & update map & data about partners and contact information | |
| 14. | Develop a plan for priority outreach and target audiences | |
| 15. | Develop a suite of workshop and training materials | |

Welcoming Communities Grey Bruce Year 1 Work Plan – Role #2

Role #2: WCGB will know who is doing what and facilitate a networked approach to building welcoming communities that are inclusive of diversity: newcomers, BIPOC and LGBTQ+ communities and persons with disability.

Goal: Build the networked view of community efforts

Immediate Actions

| | | |
|-----|---|--|
| 16. | Identify the skills, competencies and resources that current board members offer the community/network | |
| 17. | Create a board culture where all board members have opportunities to lead | |
| 18. | Actively monitor the roll out of the LIP & GBNS projects for use of the best practices set out in the RED & MGBH projects | |

Goal: Facilitate networking, collaboration & partnerships

| | | |
|-----|--|--|
| 19. | Build the relationships to act as a resource and partner to LIP <ul style="list-style-type: none"> • by identifying the LIP contact • WCGB board member who will contact and follow up as the project starts | |
| 20. | Appoint a board member to sit on the YMCA Settlement Service Advisory Committee to act as resource and partner as the project starts up | |
| 21. | Assign board member to committee to support oversight of Rural Pathways for Newcomer Women in Grey Bruce project with UWBG | |
| 23. | Develop a sub-committee to create a plan to communicate WCGB vision & commitment to collaboration between community initiatives through social media | |

Welcoming Communities Grey Bruce Early Stage Year 2 Work Plan

Role #1: Create public awareness of the role of WCGB and its objectives. WCGB will educate and hold organizations, businesses, community members, government and leadership accountable for addressing systemic barriers to inclusion, racism and cultural biases and inequity in our region.

| | | |
|----|--|-----------------------------------|
| | Goal: Create awareness of WCGB & build community learning to overcome barriers to inclusion | |
| | Actions | |
| 1. | Examine opportunities and create a presentation & workshop plan to act as subject matter experts for the 3 new projects. | |
| 2. | Develop cultural workshops and diversity training for the community | New volunteers & new funds |
| 3. | Support existing festivals through participation, building awareness and identifying any gaps | |
| 4. | Create meet & greet events or regular meet-up learning breakfasts for service providers | |
| 5. | Develop a role to support One World Festival and Newcomer day celebration | |
| 6. | Develop a project to harvest the learning of the refugee sponsor groups | Additional resources & volunteers |

Welcoming Communities Grey Bruce Early Stage Year 2 Work Plan

Role #2: Know who is doing what and facilitate a networked approach to building welcoming communities that are inclusive of diversity: newcomers, BIPOC and LGBTQ+ communities and persons with disability.

Goals: Build a networked view & facilitate networking, collaboration & partnerships

| | Actions | |
|----|--|--|
| 7. | Connect with LIP to share their mapping and resources & create a consolidated inventory of resources and community services & projects | |

Next Steps in Workplan Development

Review, amend and accepting the work plan in motion. Reviewing it with regular updates is a way that boards of directors can track the organization's progress efficiently in meetings. Sometimes an organization will have more than one work plan for different projects, and often they require staff to report based on the work plan. A work plan should not be set in stone. Reviewing it regularly allows Boards to make course corrections. This is especially important for new organization whose work is still emerging.

This plan is a start-up plan for WCGB's first year. It includes what participants can see right now. First year plans require careful monitoring as the work builds.

Evaluation Planning

How do we know if our work is effective and worthy of public support? Setting out the intended outcomes in our planning processes paves the way for evaluation planning. Evaluation need not be onerous or expensive, but it does need to create clear measures of the changes you want to create. What follows are a set of preliminary outcomes, directly connected to the roles and goals set in these discussions. Because WCGB cannot achieve its broad community changes alone, we can divide WCGB aspirations into community-level and organizational- level goals.

WCGB Outcomes

The community-level outcomes that will result from WCGB effort with the community partners:

- Increase in newcomer retention
- Increases in employee retention

The organization-levels goals that directly result from the work of WCGB

Goal: Create awareness of WCGB

- Social media engagement increases
- Inquiries increase
- Number of events increases
- Numbers of attendees increases

Goal: Build community learning

- Community awareness of supports available increases
- Incidents of racism and discrimination decrease

Goal: Build the networked view of community efforts

- Website activity increases
- Distribution of print materials increases
- Requests for information and diversity of requests increases

Goal: Facilitate networking, collaboration & partnerships

- Number of stakeholders we work within creases
- Relationships develop
- Joint ventures increase
- New network(s) develops

Next steps in evaluation planning:

Assign existing or easy to find measures to each of these outcomes. For some, for example number of events, you will need to create a tracking mechanism as part of your work; for others such as newcomer retention, you can use existing public data. Remember you are looking for change (increases or decreases) as measures of your success. Create a matrix so that you can track any changes quarterly, and imbed it in your regular board reporting.

Concluding Remarks from the Board

Welcoming Communities Grey Bruce is a new organization that was incorporated in July 2019. At the beginning of the planning work we agreed that we needed a plan for getting this new organization focused and defined, both in our community, as well as in its activities and priorities for action. We are grateful for the financial support we received from Community Foundation Grey Bruce that allowed us engage Marilyn Struthers as our facilitator for the planning process and report preparation. We appreciate the support of the United Way Bruce Grey and in particular the work of Francesca Dobbyn, Executive Director for tangible and practical support throughout the planning process, preparing and submitting the funding application and administrating the grant from the Community Foundation, the use of meeting space and the kitchen, as well as for her participation and input. Thank you to May Ip and Jo Calvert for providing input and attending the second strategic planning meeting. Thank you to Marilyn Struthers for her excellent facilitation and thought provoking work that created this plan.

There is more work to do as WCGB begins its necessary and important work. We believe this flexible and helpful plan – a living and breathing document – has put Welcoming Communities on a solid path forward.

Appendix

Appendix A: Survey Responses:

Our vision?

Ensuring programs and projects meet the needs of newcomers, not agencies.

Knowing what "Welcoming Communities" means: how do create a broad vision of inclusion?

Facilitate communities to mobilize their resources through capacity building but also consider readiness and resistance.

Our role?

What is our role in anti-racism work in the broader community and what about resourcing?

How do we integrate the work of the three groups that have come together to form WCGB?

How do we engage across the sectors already working in the region i.e. Poverty Task Force and other planning tables?

The outcomes we are working toward?

Support communities in the region to become more inclusive; what helps to make our communities more welcoming? What didn't work and why not?

What do other communities do?

Attract newcomers and immigrants to our community.

Governance & Project Management?

How do we ensure that the minority voices and newcomers set our path and lead the work?

Who makes what decisions and how? How can we best support each other?

What is the reporting relationship between the Board and the Advisory Committee?

What are our board membership rules and restrictions when it comes to conflicts between members?

Recruit a general membership and plan a first general membership meeting.

Appendix B: Role statements full text

Role #1: *Create public awareness of the role of WCGB and its objectives. WCGB will educate and hold organizations, businesses, community members, government and leadership accountable for addressing systemic barriers to inclusion, racism and cultural biases and inequity in our region.*

Goal: *Co-ordinate community learning to create awareness of WCGB*

Capacities WCGB needs to build to take this role

- Identify the range of potential partners, media & political connections to establish who our best partners are
- Familiarity with the literature on overcoming barriers to inclusion
- Bring attention to our language and develop a common language for WCGB and community
- Develop protocols to address systemic racism, barriers to inclusion, and inequity quickly

Relationships we need to develop to take this role

- Invest time in building relationships that:
 - Create a culture where people can ask hard questions and take risks on the board and in community
 - Commit to being authentic and open and listen to voices of those who experience of discrimination
 - Foster an environment where people who experience discrimination or are “clients” have the strongest voices
- Build collaborative relationships with:
 - Educational institutions
 - Area employers & employment agencies
 - Municipalities and other levels of government
 - Chambers of Commerce
 - Faith groups
 - Cultural groups

Activities we will undertake in this role

- Education, information, training and support for the development of best practices
- Speaking up and inviting others to speak up
- Correct myths and assumptions in the community
- Walk the talk on the board – hold ourselves accountable
- Develop a Quick Response Process to respond to racism in the community
- Offer cultural workshops and diversity training
- Create or support festivals and multicultural events as opportunities for intercultural mixing
- Find ways to celebrate and publicize newcomer stories
- Use radio and broadcasting media
- Create a meet-and-greet event for service providers
- Develop a common web-based platform
- Develop a strategies to educate partners based on subject understanding rather than expert advice
- Regular check-ins on the board to help us learn to identify privilege and work better together for change

Outcomes we will measure to track our progress

- Newcomer retention increases
- Employee retention increases
- Community awareness of support
- Decrease in racism and discrimination

Goal: *Build community learning to improve social, racial and cultural sensitivity and overcome barriers to inclusion*

Capacities WCGB needs to build to take this role

- Identify & build media connections
- Develop a social media strategy
- Build collaborative media relationships with community partners

Relationships we need to develop to take this role

- Mayors, Counties & MPs & MPPs
- Employers & employment agencies
- Community groups, cultural groups and services
- Media personnel

Activities that we will undertake in this role

- Develop media strategy that includes releases, paid and social media campaigns to raise awareness
- Develop one-on-one meetings with municipalities to build relationships
- Develop education workshops and presentations that recognize newcomer achievements and contribution
- Create/support festivals and events that celebrate diversity

Outcomes we will measure to track our progress

- Newcomer retention increases
- Employee retention increases
- Social media engagement increases
- Inquiries increase
- Number of events increases
- Numbers of attendees increases

Role #2: *Know who is doing what and facilitate a networked approach to building welcoming communities that are inclusive of diversity: newcomers, BIPOC and LGBTQ+ communities and persons with disability.*

Goal: *Build networked view of who is engaged in the work of welcoming in our region*

Capacities WCGB needs build to this role

- Ability to map resources, partners and key players to create a data base of who is doing what and how to connect
- Build community awareness of service gaps and needs
- Build a comprehensive communication strategy to connect community partners with each other and to newcomers

Relationships we need to develop to take this role

- Get to know the key players in the community
- Build working relationships with organizations, faith communities, service providers, employers, government
- Ensure that our work “fits” with the work of the funded partners as their work proceeds and build a common understanding of accountability.

Activities we will undertake in this role

- Up-date WCGB website with links to 211, Newcomer Info Hub and other resources
- Coordinate information on who does what (through website and through community partnerships)
- Develop bookmarks, print and online information on how to get information and where support is available – in partnership with others
- Provide leadership and a community-wide communication strategy on the practices of welcoming
- Build a profile of demographic information of people moving into the area and their needs
- Map the key stakeholders organizational stakeholders (Canada Post, 4 County Labour Board, Faith Groups, Sponsoring Groups, newcomers)

Outcomes we will measure to track our progress

Increased knowledge of resources and stakeholders working to build a welcoming and inclusive Grey Bruce shown by:

- Website activity
- Quantity and distribution of print materials
- Requests for information, who requests and what type of information they need.

Goal: Facilitate networking, collaboration and partnerships among community partners to work and learn together with people with experience to establish inclusive best practices

Capacities WCGB needs build to this role

- Assess, develop and recruit Board members with expertise in creating connections and partnerships to act as resources for the community
- Support the leadership of community partners to partner, collaborate and building connections
- Manage ongoing mapping of the existing network
- Develop ability to include people with experience as subject matter experts

Relationships we need to develop to take this role

- Key stakeholders (government, organizations, faith communities, service providers, employers)
- Local Immigration Partnership (LIP) on planning and partnership development
- YMCA Settlement Services on program implementation

Activities we will undertake in this role

- Act as a resource, partner and active committee members with LIP and YMCA Settlement Service
- Communicate WCGB vision and commitment to partnership processes in the community

Outcomes we will measure to track our progress

- Number of stakeholders we work with, and relationship progress
- Success with joint ventures to build a welcoming community
- New network(s) in Grey Bruce that support welcoming and inclusivity.

ⁱ <https://capacitycanada.ca/wp-content/uploads/2014/09/Capacity-Building-Investing-in-not-for-profit-effectiveness.pdf>