

Racism Free Edmonton Action Plan

Recommendation:

That Executive Committee recommend to City Council:

That the Racism Free Edmonton Action Plan as outlined in Attachment 4 of the September 9, 2008, Deputy City Manager's Office report 2008DCMO13 be approved.

Report Summary

This report recommends actions and identifies resources required to fulfill City Council's commitment to develop and implement an action plan to address racial discrimination, as outlined in the City of Edmonton Declaration of Membership in the Canadian Coalition of Municipalities Against Racism and Discrimination.

Previous Council/Committee Action

At the March 20, 2007, City Council meeting, the following motion was passed:

That the City of Edmonton's Declaration of Membership in the Canadian Coalition of Municipalities Against Racism and Discrimination, presented in Attachment 1 of the February 20, 2007, Corporate Services Department report 2007COD003, be approved.

Report

Background

In 2001 the United Nations Educational, Scientific and Cultural Organization (UNESCO) launched an international effort to address worldwide concerns

about increased expressions of racism and xenophobia. With UNESCO's support, municipalities around the globe began forming coalitions to address racism.

In 2005, following consultations with the Federation of Canadian Municipalities (FCM), the Canadian Commission for UNESCO (CCU) formed a Pan-Canadian working group that included a representative from the Alberta Human Rights, Citizenship and Multiculturalism Commission (AHRMC). The working group wrote to the mayors of every municipality in Canada, inviting them to consider forming the Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD). Both FCM and the Alberta Urban Municipalities Association (AUMA) have officially endorsed CMARD and have encouraged their members to join.

After careful consideration and Administration's consultations with a number of key institutional and community stakeholders, in March 2007, Edmonton City Council approved a Declaration of Membership in CMARD (Attachment 1) and committed the City to working with these stakeholders to build an action plan to address racism in Edmonton.

On June 1, 2007, during the FCM convention in Calgary, the City of Edmonton attended the first meeting of the original 13 CMARD members. Twenty-seven Canadian municipalities – six from Alberta – are now members and the CCU is currently preparing a proposal that the Federal Canadian Heritage Department fund the coordination of CMARD on a national basis.

Through the leadership and the financial support of the Alberta Human Rights, Citizenship and Multiculturalism Education Fund, AUMA developed a toolkit and made it available to its member municipalities in support of their efforts to implement actions directed toward racism. AUMA has further partnered with AHRCMC and in the fall of 2008 will officially launch a 3-year project that will provide further support to municipal efforts.

Process

In June 2005, the Office of Diversity and Inclusion brought together representatives to form an administrative committee to guide and support the City in its action planning efforts. The *Racism Free Edmonton Administrative Committee* Terms of Reference is provided in Attachment 2. The following organizations have been represented on the Committee:

- Aboriginal Commission for Human Rights
- Alberta Human Rights and Citizenship Commission
- Alliance Jeunesse-Famille d'Alberta Society
- B'Nai Brith Canada – Western Region
- Canadian Heritage
- Canadian Native Friendship Centre – Edmonton
- Citizenship and Immigration Canada
- City of Edmonton – Community Services / Communities of Interest
- City of Edmonton – Office of Diversity and Inclusion
- City of Edmonton – Planning and Development/Housing
- Edmonton Catholic School District
- Edmonton Interfaith Centre for Education and Action

- Edmonton Police Service
- Edmonton Public School Board
- Grant MacEwan College
- Institute for the Advancement of Aboriginal Women
- John Humphrey Centre for Peace and Human Rights
- Norquest College
- Northern Alberta Alliance on Race Relations
- University of Alberta

Former Councillor M. Phair and current Councillor A. Sohi have served as Council liaison with the Committee.

The Committee engaged in a planning process through which priority sectors for action were identified: employment, policing/justice, education, housing, media and youth.

To ensure effective, broad community consultation with regard to the direction of the *Racism Free Edmonton* initiative, the Committee hosted four community forums. Attachment 3 contains a summary of the public consultations process and identifies the areas where the City can both continue to move forward its corporation diversity and inclusion strategies and assume a lead role with other partners on broader community strategies. In addition, a number of other identified issues and suggested actions will be examined in the next phase of the Action Plan implementation.

Action Areas

The public consultation process and review of initiatives in other municipal jurisdictions have helped identify six key action areas:

1. Implementing of the City of Edmonton's Diversity and Inclusion Framework.
2. Raising public awareness.
3. Encouraging and promoting other organizations' and institutions' efforts to address racial discrimination.
4. Responding publicly to issues of racism in the community.
5. Developing monitoring mechanisms and evaluating Action Plan impacts.
6. Public reporting of successes and challenges.

Additional detail on specific proposed actions is provided in Attachment 4.

Best Practice Research

To ensure the Racism Free Edmonton Action Plan incorporates effective strategies and actions appropriate to municipal roles in preventing and addressing racial discrimination, jurisdictional mandates, action plans and implementation mechanisms from other CMARD member municipalities were reviewed. As well, other relevant provincial and federal legislation was examined to ensure appropriateness and avoid duplication of effort.

This review suggested that a governance and implementation structure most likely to succeed in achieving the Action Plan objectives would require municipal leadership. It also helped illuminate the importance of securing the commitment, investment and active participation of senior administrative decision makers within the institutions and organizations that have policy, program and service jurisdiction in the priority sectors identified in the Action Plan. An overview of the proposed governance

and implementation structure and the proposed operating budget are provided in Attachments 5 and 6.

Policy

The Action Plan provides strategic direction to the Administration consistent with:

- Policy C529, Immigration and Settlement
- Policy C513, Public Involvement
- Respectful Workplace Administrative Directive A1127
- Diversity and Inclusion Framework and Implementation Plan.

The Action Plan also aligns with the draft Diversity and Inclusion Policy requested by City Council and scheduled for Executive Committee review at its October 22, 2008, meeting.

Focus Area

Vibrant Communities
Inclusive Communities
Safe Communities

Public Consultation

In order to ensure effective, broad community consultation in the development of the Action Plan, a Public Involvement Plan was developed which included four Community Forums:

- May 10, 2008 – J. Percy Page High School
- June 14, 2008 – Campus Saint-Jean (Francophone Forum)
- June 17, 2008 – Norquest College
- June 23, 2008 – University of Alberta (Youth Forum).

The Forums attracted 103 participants who provided valuable information about their experiences of racism and their ideas about potential solutions. Participants' ideas also served to

identify potential actions and validated actions being considered by the Committee.

Budget/Financial Implications

A number of the initiatives identified in the Action Plan are already underway, supported by established funding.

However, if the City of Edmonton is to continue to play a lead role in the implementation of the Action Plan, additional City resources will be required. Administration has developed a three-year project plan and draft service package for the 2009 Budget Process, consistent with costs identified in Attachment 6. The service package will be included as an unfunded package in the draft budget. The identified level of municipal funding is required for actions within the City's scope and mandate to be effectively implemented. Partner organizations including the other orders of government are being approached to continue contributing resources consistent with their respective mandates.

Partners in the other orders of government have expressed continued strong interest in involvement and support for the Racism Free Edmonton Action Plan. Proposals for continued and additional funding to support specific actions have been or are in the process of being submitted to various federal and provincial ministries.

Other government partners are expressing interest in supporting specific actions that align with their public mandates. There also exists the possibility of accessing other funding from charitable and corporate sectors.

Justification of Recommendation

The recommended Action Plan is founded in multiple stakeholders' and community members' consideration of effective means to prevent and counter racism. Implementation of the Action Plan will meet the City of Edmonton's member commitments to CMARD.

Attachments

1. Declaration of Membership in the Canadian Coalition of Municipalities Against Racism and Discrimination
2. Racism Free Edmonton Committee Terms of Reference
3. Racism Free Edmonton Public Forum Summary
4. Racism Free Edmonton Action Plan
5. Governance, implementation and structure
6. Projected Budget

Background Information Available on Request from the Department

1. Racism Free Edmonton Public Forum Report

Others Approving this Report

- L. Cochrane, General Manager Community Services Department
- R. G. Klassen, General Manager, Planning and Development Department
- C. Warnock, Chief Financial Officer,

Others Reviewing this Report

- Chief M. Boyd, Edmonton Police Service
- Racism Free Edmonton Administrative Committee

Declaration of Membership in the Canadian Coalition of Municipalities Against Racism and Discrimination

CITY OF EDMONTON

DECLARATION OF MEMBERSHIP IN THE CANADIAN COALITION OF MUNICIPALITIES AGAINST RACISM AND DISCRIMINATION

Given that:

1. The Canadian Commission for UNESCO (United Nations Educational, Scientific and Cultural Organization) is calling on municipalities to join a Canadian Coalition of Municipalities Against Racism and be part of UNESCO's international coalition launched in 2004; and
2. The Federation of Canadian Municipalities and the Alberta Urban Municipalities Association endorses the Call for a Canadian Coalition of Municipalities Against Racism and encourages its members to join; and
3. Alberta Human Rights, Citizenship and Multiculturalism endorses the call for a Canadian Coalition of Municipalities Against Racism and Discrimination and has encouraged Alberta municipalities to join the Coalition; and

Whereas:

4. The City of Edmonton, along with other municipalities and other orders of government, has responsibilities under:
 - a. Canada's *Charter of Rights and Freedoms* and federal human rights codes; and
 - b. Alberta's *Human Rights, Citizenship and Multiculturalism Act*; and

therefore has an important role to play in combating racism and discrimination and fostering equality and respect for all citizens;

Be it resolved that:

5. The City of Edmonton agrees:
 - a. to join the Canadian Coalition of Municipalities Against Racism and Discrimination, and in joining the Coalition, endorses the Common Commitments; and
 - b. to develop a *Municipal Action Plan for a Racism and Discrimination Free Edmonton*.
6. These Common Commitments and the City's *Municipal Action Plan for a Racism and Discrimination Free Edmonton* will be strategically used to inform the City of Edmonton's vision, strategies and policies.
7. In developing, implementing and periodically amending the *Municipal Action Plan for a Racism and Discrimination Free Edmonton*, the City of Edmonton will cooperate with other organizations and jurisdictions including other orders of government, Aboriginal peoples, public and private sector institutions, relevant non-profit organizations, charitable foundations and civil society organizations, who have responsibilities or an interest in the area of human rights.
8. *The City of Edmonton will set its priorities, actions and timelines and allocate resources according to its unique circumstances, and within its means and jurisdiction. The City of Edmonton will exchange its expertise and share best practices with other municipalities involved in the Coalition, and will report publicly on an annual basis on actions undertaken towards progressive realization of these Common Commitments.*

(Date)

(Place)

(Signature)

Racism Free Edmonton Committee Terms of Reference

Article I. COMMITTEE TERMS OF REFERENCE

Project: Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD)

Committee: Committee for a Racism and Discrimination Free Edmonton

Committee Chair: City of Edmonton – Office of Diversity and Inclusion – One Year Term Starting June 2007

Date Adopted:

Section 1.01 Terms of Reference

(a) Name and Type of Committee:

The Committee for a Racism and Discrimination Free Edmonton is an Administrative Committee made up of representatives of organizations from sectors identified in the CMARD Commitments and/or those that have a mandate to promote human rights or address issues related to racism and discrimination in the Edmonton region. This may include representatives from:

1. relevant departments of the City of Edmonton
2. Edmonton Police Service
3. relevant departments and/or ministries of other orders of government, and
4. relevant community institutions and organizations.

(b) General Purpose:

Facilitate inclusive community input into the development of the City of Edmonton's *Municipal Action Plan for a Racism and Discrimination Free Edmonton* and provide oversight and advice on the *Action Plan's* ongoing implementation and evaluation.

(c) Key Responsibilities (Scope of Authority):

- Identify and oversee processes that provide inclusive community input into the development of the City of Edmonton's *Municipal Action Plan for a Racism and Discrimination Free Edmonton*.
- Support the Office of Diversity and Inclusion in presenting the *Action Plan* to City Council for review and approval.
- Provide monitoring oversight in the ongoing implementation and evaluation of the *Action Plan*.
- Report to the Committee on actions taken within their own organizations and institutions that address the *Action Plan's* objectives.
- Share best practices with the Committee and others and, with the support of the City of Edmonton staff, review best practices from other municipalities in Canada and around the world, and, where appropriate, integrate practices into the *Action Plan*.
- Be responsible for reporting ongoing actions and achievements as they relate to the *Action Plan*, and review and provide feedback on any reports prior to public release.
- Provide an annual report to the public, City Council, the other orders of government and UNESCO on the results achieved through the implementation of the *Action Plan*.
- As needed, provide representation on coordinating bodies at provincial, national and international levels.

(d) Accountabilities

- The Committee will oversee a process through which the *Action Plan* will be developed and presented to City Council with recommendations by June 30, 2008.
- The Committee will use processes and create structures that facilitate accountability to the broader community and that align with CMARD Commitment #8 – “Involve citizens by giving them a voice in anti-racism initiatives and decision-making”.
- Committee members will use individual lines of reporting and action within their institutions and organizations to advance the aims of this initiative.

(e) Composition and Appointment:

The Committee will include at least one City Councillor to act as a liaison between the Committee and City Council.

The City of Edmonton will provide representation including the following sections of its Administration:
 Asset Management and Public Works – Housing Branch
 Community Services – Communities of Interest
 Community Services – Community Resources
 Office of Diversity and Inclusion.

The City of Edmonton will invite the following institutions/organizations to participate on the Committee:

- Aboriginal Commission for Human Rights
- Alberta Human Rights and Citizenship Commission
- Alliance jeunesse-famille de l'Alberta societe
- B/Nai Brith Canada – Western Region
- Canadian Native Friendship Centre – Edmonton
- Canadian Heritage
- Citizenship and Immigration Canada
- Edmonton Interfaith Centre for Education and Action
- Edmonton Police Service
- Edmonton region post-secondary and English-as-a-second-language education institutions
- Institute for the Advancement of Aboriginal Women
- John Humphrey Centre for Peace and Human Rights
- Northern Alberta Alliance on Race Relations
- School boards of the Edmonton region.

Committee Members will submit a letter from their organization or institution outlining commitments to participate on the Committee and to work in collaboration to advance the aims of the initiative.

The City of Edmonton will review Committee membership annually. Interested potential members will submit a letter of interest to the Office of Diversity and Inclusion, City of Edmonton which will make determinations and advise organizations of membership decisions in writing.

Ideally, participating organizations and institutions will commit to participating for the duration of the project. Departing members will be expected to submit a letter of resignation.

For the first year of operation of the Committee, at the request of participants, the Office of Diversity and Inclusion agreed to Chair the Committee. A transition to shared or rotating chairing will be discussed following one year of Committee operation.

(f) Meetings and Decision Making Process:

- The Committee will meet on a monthly basis at a time and date determined by the members to be convenient to their participation.
- A meeting schedule for the operating year (September through August) will be drafted in September of each year and approved by the Committee.
- The Committee will also make determinations to meet outside of the regular monthly meetings to engage in planning and evaluation activities.
- The Committee will operate according to the Committee Norms outlined in Appendix I and will use the "Gradients of Agreement" (Community at Work, © 1996) as part of its decision-making process.

(g) Resources:

The City of Edmonton Office of Diversity and Inclusion will:

1. Provide project management support
2. Maintain linkages with regional, provincial and federal Coalition networks, and
3. Contingent on funding support approved by the City of Edmonton and other external sources, provide staff support to coordinate the activities of and provide strategic support to the Committee.

The *Municipal Action Plan for a Racism and Discrimination Free Edmonton* may identify actions that require additional resources. Resources to implement these initiatives may be sought through the City of Edmonton, other orders of government or other funding sources (e.g. corporate or charitable).

(h) Reports:

The Committee will report to the public, Edmonton City Council, funders and other orders of government on an annual basis. Reports will address:

- Incidence levels and trends with respect to racism and discrimination in the region
- Actions taken at the City, organizational, institutional and community levels to achieve the objectives of the *Municipal Action Plan for a Racism and Discrimination Free Edmonton*
- Where identified, additional resources required to achieve the objectives of the action plan, and
- Relevant evaluative data regarding the effectiveness of the *Municipal Action Plan for a Racism and Discrimination Free Edmonton* in achieving its goals.

Following the two-year developmental phase, the Committee will oversee an evaluation process that will assess short-term goal attainment and recommend a long-term strategy for sustained action and evaluation with respect to the *Action Plan*.

Signature: _____ **Name:** _____ **Date:** _____

Racism Free Edmonton Public Forum Summary

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Acknowledgements

The information contained in this report represents the culmination of nearly two year's work through the Office of Diversity and Inclusion. The Office wishes to acknowledge the work and skill of Sushila Samy, the Coordinator of the project. Her support to the City's administration and the Racism Free Edmonton Administrative Committee and her competencies in the areas of anti-racism, human rights, diversity and inclusion have been instrumental in the facilitation of successful public involvement processes and the development of an action plan capable of addressing the issues facing the City and its communities.

The City recognizes and appreciates the time and energy invested by citizens through their attendance at and contributions to the Community Forums held throughout the city during the summer of 2008. Their stories, perspectives and suggested actions have helped form the foundation for an Action Plan that will be directed toward the elimination of racial discrimination in Edmonton.

Finally, much thanks also goes to the members of the Racism Free Edmonton Administrative Committee. Their support in implementing the public forums and guidance in setting a constructive agenda in the development of the Action Plan was most helpful. Their insights into the issues, suggestions for action and passion for change have added vitality and substance to the work and outputs of this initiative.

Office of Diversity and Inclusion
August 2008

Racism Free Edmonton Administrative Committee Members

Aboriginal Commission for Human Rights

Lewis Cardinal

Alberta Human Rights and Citizenship Commission

Nicholas Ameyaw

Alliance Jeunesse-Famille de l'Alberta

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B'Nai Brith Canada – Western Region

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Canadian Heritage

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Citizenship and Immigration Canada

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City of Edmonton- Communities of Interest

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City of Edmonton- Edmonton Youth Council

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Renee Vaugeois

Norquest College

Elaine McPhee

Northern Alberta Alliance on Race Relations

Charlene Hay

University of Alberta

Malinda Smith

This document summarizes information provided by participants at four public forums. This report will assist in the Racism Free Edmonton Committee's development of an Action Plan.

Introduction and Background

The International Coalition of Cities Against Racism was launched by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 2004 in response to the increasing acts of racism and discrimination around the world. The Coalition of Municipalities Against Racism and Discrimination (CMARD) was established by the Canadian Commission for UNESCO (CCU) in 2005. It is recognized that the integration of people of diverse cultures, religions and ancestral roots in Canada happens primarily at a municipal level. There are actions that cities can take to ensure positive integration and to prevent and respond effectively to acts of racism and discrimination in the community, address systemic barriers faced by racialized populations and promote a culture that respects and values cultural diversity.

In June 2007, Edmonton City Council declared its membership in the Coalition of Municipalities Against Racism and Discrimination. Edmonton is one of six municipalities in Alberta and one of twenty-seven in Canada to join CMARD.

By signing the Declaration, the City has committed to eliminating racism in Edmonton by:

- developing and implementing an Action Plan approved by City Council
- collaborating with communities
- working with other municipalities on strategies and best practices.

The Racism Free Edmonton (RFE) Committee was established as an Administrative Committee of the City of Edmonton to provide input and support in the development and implementation of the Municipal Action Plan. The Committee decided to focus on racial discrimination before considering other initiatives to counter other forms of discrimination.

Members of the Racism Free Edmonton Committee are from the City of Edmonton's Office of Diversity and Inclusion, other City departments, Alberta Human Rights and Citizenship Commission, Canadian Heritage, Citizenship and Immigration Canada, Edmonton Police Service, University of Alberta, colleges, school boards and various non-governmental organizations.

Background

Following development and approval of its Terms of Reference, the Committee was facilitated in its review of issues and options for Action Plan development. Six priority areas of focus were identified:

- Employment
- Policing and Justice
- Education
- Housing
- Media
- Youth.

In order to ensure the Racism Free Edmonton Action Plan is effective and relevant, the Racism Free Edmonton Committee sought broad community consultation. In doing this the Committee is striving to meet CMARD Commitment 8: "Involve residents by giving them a voice in anti-racism initiatives and decision-making". A Public Involvement Plan was developed to help facilitate the four Community Forums.

The Community Forums were held to involve the public in identifying issues in employment, education, housing, policing and justice and media due to racial discrimination.

Participants prioritized issues important to them and suggested possible solutions to overcome barriers.

The Community Forums allowed for the opportunity to meet with those impacted by racism, understand their experiences and hear potential solutions. The Community Forums provided valuable information regarding the need for action and helped identify potential new solutions to current problems.

Goals and Objectives

Forum Goals:

- To honour CMARD commitment 8: “Involve residents by giving them a voice in anti-racism initiatives and decision-making”
- To provide information to the public about the Racism Free Edmonton Committee and its current mandate
- To promote Edmonton as a municipality committed to being free of racism
- To provide the opportunity for community stakeholders to identify issues and potential solutions.

Forum Objectives:

- To create and administer a nominal process whereby citizens can share confidential, written or verbal account of their experiences
- Create safe, public spaces where citizens can, with confidence, share their stories
- Create small groups organized around commonalities

Methodology

Four Community Forums were held over the span of seven weeks. One forum was directed at youth and another was held in French. The Community Forums were advertised in the Edmonton Journal and the Edmonton Examiner; on posters, flyers and leaflets; on CKER FM in different languages; and through Public Service Announcements. A news release was also issued. A follow up with select media was completed in early May 2008. Members of the RFE Committee also sent invitations to their members and individual contacts. Those who registered for the Community Forums were able to request the services of an interpreter, if required.

During each of the Forums, participants had the opportunity to attend at least three facilitated sessions on priorities that were important to them. Their comments were summarized by a facilitator and recorded on flip chart by a chart writer. Six facilitators and chart writers attended each English forum and the Francophone forum. At the youth forum held at the University of Alberta, there was one recorder and one facilitator. The information recorded at the sessions was then transcribed and summarized for this report. The comments recorded at the Francophone forum at the Campus Saint-Jean were translated into English in order to be incorporated into this report.

A commitment was made to disseminate the Community Forum summary report to participants. The participants were made aware that their input is highly valued and will be taken into consideration in the decision-making process. However, the City of Edmonton may not be able to incorporate all suggestions in the final report and Action Plan.

General Forum Information

Location	Date	Number of Attendants	Length of Forum
J. Percy Page High School	May 10, 2008	11	3.5 hours
Campus Saint-Jean (Francophone Forum)	June 14, 2008	45	4 hours
Norquest College	June 17, 2008	38	3.5 hours
University of Alberta (Youth Forum)	June 23, 2008	9	3 hours
		=103 in total	

Common Themes

After hearing the participants' views and reviewing the gathered information, it became apparent that many participants had similar concerns. Committee members identified several themes related to racial discrimination in Edmonton and priorities that the Racism Free Edmonton Action Plan might address. Proposed areas of focus included not only the original six priority areas but included other concerns:

- Aboriginal land claims
- Desecrated burial grounds.

The tables on the following pages list common themes that were prevalent in the four community forums.

Priority Area	Theme	Issues	Potential Solutions
Employment	Foreign Credentials	<ul style="list-style-type: none"> • Lack of consistent, transparent and accessible practices for occupational or academic credentials • Lack of customized upgrading and support prevents immigrants from working in their professions • Systemic refusal to recognize skills, diplomas, and degrees obtained overseas by immigrants • Immigrants not seen as properly educated when working in their field with credentials obtained overseas 	
	Canadian Experience	<ul style="list-style-type: none"> • Employers cite lack of Canadian Experience as a reason for not hiring immigrants • Difficult to break into Canadian workforce • Persistent public perceptions that immigrants take job opportunities from established populations 	<ul style="list-style-type: none"> • Incentives for employers to train immigrant workers • Global recruitment • Internships • Volunteer to gain experience • Public awareness campaigns
	Lack of Diversity in Workforce	<ul style="list-style-type: none"> • Co-workers often don't include racial minorities in workplace culture • Interview process primarily conducted by white staff • Public misconceptions persist regarding Employment Equity – i.e., belief that racialized group members are hired only to meet quotas and assume they are unskilled • Job ghettoization is occurring 	<ul style="list-style-type: none"> • Systemic discrimination needs to be analyzed and addressed so that racial minorities have equal opportunities • Make immigrants aware of their rights and duties pertaining to employment • Establish effective advocacy groups

Priority Area	Theme	Issues	Potential Solutions
Employment	Disproportionate Wages	<ul style="list-style-type: none"> • Minimum wage is not sufficient to live on • Cases of white co-workers getting paid more for the same position with equal education, experience, and training • Cases of not being paid for hours worked • Benefits are needed but hard to find in job ghettos 	<ul style="list-style-type: none"> • For the same job, equal salary should be enforced • Ensure you are documenting experiences, pay-stubs, hours worked etc.
	Lack of Fluency in Language	<ul style="list-style-type: none"> • Lack of time for language training programs • Lack of labour market language training • Compounds with other cultural differences such as name, accent, and national origin 	<ul style="list-style-type: none"> • Language training in the evening and other varied times for employees • Conversational English classes promoted • Ask employers to do a self-assessment regarding language barriers
	Resources	<ul style="list-style-type: none"> • Lack of adequate training for both employers and employees • Resources sometimes don't reach those who need it the most • Lack of support for individuals filing complaints with Alberta Human Rights Commission or Labour Standards 	<ul style="list-style-type: none"> • Intercultural training for supervisors • Employee mentoring programs • Corporate survey of attitudes • Publicize best practices examples • Do exit interviews • Provide accessible information on employee rights and labour standards

Priority Area	Theme	Issues	Potential Solutions
Policing and Justice	Education, Training, Information, Resources	<ul style="list-style-type: none"> • Lack of awareness with regards to hate crime information in the community and what to do about it • Cultural norms and personal experiences in other countries influence how police are perceived in different communities in Canada • Lack of understanding among some ethno-cultural groups regarding police procedures, personal rights and freedoms and complaint processes • Lack of cultural competency among police service personnel • Language barriers leave communities and police service unable to communicate effectively • Many don't know who to go to for help 	<ul style="list-style-type: none"> • Mandatory education and cultural competency training in the police service • Ongoing training for senior officers • Get translation services • Educate police on police interactions from different countries • Education for communities of police's role • Educate racial community on rights and reporting structures
	Need for Effective Relationships between Community and Police Service	<ul style="list-style-type: none"> • Many immigrants and racial minorities carry the perception that the Police are not on their side • People feel isolated from the Police 	<ul style="list-style-type: none"> • Organize idea exchanges between police and cultural communities • Develop internship programs for racial minorities and aboriginal people to educate police officers on their experiences • City of Edmonton needs to encourage cross cultural exchange on a broader level • More community policing • Create an officer of human rights in the EPS

Priority Area	Theme	Issues	Potential Solutions
Policing and Justice	Public Perceptions of Racial Profiling	<ul style="list-style-type: none"> • Assumptions are made by police regarding race and ethnicity • Over-policing of racialized groups • Tendency to blame the victim if from a racialized group • When police act under pressure their biases come out • Existence of gangs leads to racial profiling • Misinterpretations lead to police perceiving many racial minorities as immigrants 	<ul style="list-style-type: none"> • Stop unwarranted searches that are based on race
	EPS Workforce Diversity	<ul style="list-style-type: none"> • EPS work force does not reflect the racial diversity of the wider community 	<ul style="list-style-type: none"> • Increase representation of police from different ethnic groups in the service • Internal review of systemic barriers to employment with EPS
	Legal and Correctional System	<ul style="list-style-type: none"> • Lack of awareness of legal policies and procedures • More racialized group members are incarcerated than whites • Law is made by those in power • Difficult to find lawyers who you can afford and who speak your language 	
	Police Commission	<ul style="list-style-type: none"> • Perception that Police have internal power to protect themselves and are above the law • Politicization of the police force 	<ul style="list-style-type: none"> • Make the Police Commission a completely independent body • Ensure the Commission is diverse and represents many different voices • Report-a-cop line • Ombudsman to monitor the police

Priority Area	Theme	Issues	Potential Solutions
Education	Cultural Competency	<ul style="list-style-type: none"> • Educators are not culturally competent • Lack of tolerance leads to exclusionary practice in schools • Teachers often stereotype racial minority groups 	<ul style="list-style-type: none"> • Make cultural competency/anti-racism training mandatory for administrators and teachers • Lobby for funds to increase educators accessibility to cultural competency training • Be sensitive to cultural norms in the creation of new programs
	Curriculum	<ul style="list-style-type: none"> • Euro-centric view of education • Definition of education should be broadened • Exam system does not truly represent one's abilities • Focus of curriculum is on European history 	<ul style="list-style-type: none"> • "White-ism" should be studied • Curriculum should change to reflect a more multi-cultural focus • Aboriginal Studies 30 should be recognized as a full core subject • Introduce different cultural activities and holidays • Discuss topics that are painful such as oppression, colonization and genocide • Learn from other cultural models of education
	Language Barriers	<ul style="list-style-type: none"> • People assume that one's language level reflects general intelligence • Perception that teachers have lower expectations of ESL students • Parents have limited capacity to understand the education system because of language barriers • Lack of adequately trained ESL teachers 	<ul style="list-style-type: none"> • Information should be provided in various languages • Provide multiple opportunities to learn the language • Increase the number of ESL teachers
	Policy	<ul style="list-style-type: none"> • Systemic barriers promote racism in the school system 	<ul style="list-style-type: none"> • Look closely at institutionalized racism in school jurisdictions • Build in policies and procedures that deal directly with racial discrimination in schools

Priority Area	Theme	Issues	Potential Solutions
Education	Resources	<ul style="list-style-type: none"> Schools do not have enough funding to undertake initiatives Lack of supplemental resources such as homework clubs Nowhere to file complaints against racists/racism 	<ul style="list-style-type: none"> More funding to achieve solutions More time to complete schooling - eliminate age cap Non-profit organizations that deal with race and racism issues should be a part of education system to help schools with multi-cultural problem solving Create scholarships for students devoted to eliminating racism and discrimination
	Workforce Diversity	<ul style="list-style-type: none"> Recognition of credentials from other countries is a difficult process for immigrant teachers Children are taught and governed by a primarily white workforce 	<ul style="list-style-type: none"> Provide support for racial minority teachers and immigrant teachers Encourage international teacher exchanges Recognize proficiencies and simplify the accreditation process Representation of racial minorities on Board of Education should be promoted

Priority Area	Theme	Issues	Potential Solutions
Housing	Landlord and Tenant Relations	<ul style="list-style-type: none"> • Lack of understanding of Landlord and Tenant rights • Lack of enforcement of Landlord and Tenant Act • Units are not properly maintained or made unsafe by landlords • Racial discrimination is evident in selection of tenants • Large immigrant families discriminated against 	<ul style="list-style-type: none"> • Mandates for demographics representation • More effective complaint resolution other than LTAB • Ombudsman to advocate for tenants • LTAB needs more power to mediate and enforce • More inspection of units prior to them being rented out • Provide more accessible information on tenant rights and responsibilities • A Guide for Tenants should be available in many languages
	Housing Market Dynamics	<ul style="list-style-type: none"> • The tight housing market has made it easier to discriminate because landlords can easily fill their apartments • Affordable housing for immigrants is nearly impossible to find • Housing is a capitalist venture and not considered a basic need 	<ul style="list-style-type: none"> • More housing options should be available such as: mixed housing, transitional housing, coops, and subsidized housing • Rent control should be developed and enforced • Fund spaces that specifically meet the needs of immigrant youth
	Community Integration	<ul style="list-style-type: none"> • Certain neighbourhoods dislike newcomers with different backgrounds • Immigrants and Aboriginal people feel isolated in some communities 	<ul style="list-style-type: none"> • Community advocate who will work with new tenants and introduce them to their landlord and neighbours • Reach out to those who may not feel welcome with Buddy Systems • Have the City promote and fund community support and networking groups

Priority Area	Theme	Issues	Potential Solutions
Media	News Reporting	<ul style="list-style-type: none"> • Media lacks cultural knowledge, sensitivity, and accuracy • Media tends to stereotype ethnic groups • Political agenda behind media slant • Media is sensational not educational • Negative news sells while positive stories are forgotten • Media never mentions humanity but rather categorizes people into groups 	<ul style="list-style-type: none"> • Use media to promote awareness of racism and discrimination • Celebrate and promote success stories in visible minority communities • Educate students on media criticism and recognizing bias • Show material from all around the world • Encourage students to write in the newspaper and counter stereotypes
	Diversity	<ul style="list-style-type: none"> • Lack of recognition of foreign journalists credentials • Workplaces do not reflect demographics of the city • Foreign ideals are not promoted in the media • Media reports “majority” attitudes 	<ul style="list-style-type: none"> • Encourage media outlets to hire more minorities
	Community-Media Relations	<ul style="list-style-type: none"> • Financial support is needed to get programs and discussions going 	<ul style="list-style-type: none"> • Have genuine discussions with large media corporations in diverse groups • Have media representation on Racism Free Edmonton Committee • Develop media awareness program at the University • Have the City of Edmonton encourage people to get involved with the media • Write frequent letters as an individual and member of a community to the media about concerns • Let it be known what terminology and comments are acceptable

Priority Area	Theme	Issues	Potential Solutions
Youth	Youth Voice	<ul style="list-style-type: none"> • If youth do not have a voice they have no opportunity to promote change • Lack of opportunity for youth to talk about their issues safely • Many visible minorities are unaware of youth programs such as the City Youth Council • Many young newcomers feel isolated from their Canadian born peers 	<ul style="list-style-type: none"> • Create a multicultural youth council called “Young Against Racism and Discrimination” • Have youth sit on the Racism Free Edmonton Committee • Look for young people to act as community leaders and spokespeople for the media
	Youth Vulnerability	<ul style="list-style-type: none"> • Some immigrant and Aboriginal youth are particularly vulnerable to gang recruitment • Youth become divided into geographic areas where gangs exist 	<ul style="list-style-type: none"> • Increase safe havens for youth • Create more after-school programs
	Abuse, Trauma, and Torture	<ul style="list-style-type: none"> • Addictions are a serious problem • Broken homes, abuse and instability make life difficult for youth • Many immigrant children are traumatized by experiences in their country of origin • No transition ground is available for immigrant youth and young Aboriginal people moving to the city from the reserves 	<ul style="list-style-type: none"> • More money for community services to provide new programs for visible minority youth

Conclusions and Next Steps

The Racism Free Edmonton Committee hosted these Community Forums in order to help fulfill CMARD commitment number 8 to “Involve residents by giving them a voice in anti-racism initiatives and decision-making”. The Community Forums also helped to raise awareness about racial discrimination in the city and to disseminate information about the RFE Committee and CMARD. This public involvement work adds to already existing initiatives to promote Edmonton as a city that does not tolerate racism and is working toward potential solutions to racial discrimination.

The Community Forums provided a safe space for public discussion of experiences and impact of racism. Through this process the committee has identified several themes related to the six priority areas.

The public consultation process has provided valuable information to the City of Edmonton in its effort to develop the Racism Free Edmonton Action Plan. The outputs from the Community Forums will be reviewed by the Racism Free Edmonton Committee members to assist them in the creation of the Action Plan. Once developed, the Action Plan will then be presented to City Council's Executive Committee for review and approval.

Racism Free Edmonton Action Plan

Racism Free Edmonton DRAFT Action Plan Preface

Background

The International Coalition of Cities Against Racism was launched by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 2004 in response to the increasing acts of racism and discrimination around the world.

In 2005, a Pan-Canadian Working Group involving representatives from the Alberta Human Rights and Citizenship Commission and other organizations began to develop the Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD).

The Coalition was established by the Canadian Commission for UNESCO (CCU). On January 13, 2006 CCU sent invitations to the mayors of all cities in Canada, inviting them to join the Coalition.

The initiative has been endorsed by the Federation of Canadian Municipalities (FCM), the Alberta Urban Municipalities Association (AUMA), Alberta Community Development, and Alberta Human Rights and Citizenship Commission (AHRCC).

FCM receives regular update reports through its Standing Committee on Social and Economic Development. Through the International Centre for Municipal Development, the FCM is also facilitating an educational process through which Canadian municipalities are sharing best practices related to fighting racism and discrimination with other municipalities around the world.

AUMA developed a tool kit, funded by AHRCC, designed to assist municipalities in developing an action plan. They have since confirmed their support for the initiative through the creation of a Senior Project Coordinator to oversee the project province-wide.

In April of 2006, City Council allocated funding and directed Administration to explore the City of Edmonton's participation in the Coalition. Consultation with key Administration and institutional and community stakeholders identified institutional and community support for the development of action plans to address racism.

In response to City Council approved direction, on December 1, 2006 Mayor Stephen Mandel wrote a letter to the CCU indicating the City of Edmonton intended to join CMARD.

In June 2007, Edmonton City Council publicly declared its membership in the Coalition of Municipalities Against Racism and Discrimination. Edmonton is one of six municipalities in Alberta and one of twenty-seven in Canada to join CMARD.

By signing the Declaration, the City has committed to eliminating racism in Edmonton by:

- developing and implementing an Action Plan approved by City Council
- collaborating with communities
- working with other municipalities on strategies and best practices.

The Racism Free Edmonton (RFE) Committee was established in June 2007, following Edmonton's declaration of membership, as an Administrative Committee of the City of Edmonton. The RFE Committee was created to provide input and support in the development and implementation of the Municipal Action Plan. The Committee decided to focus on racial discrimination before considering initiatives to counter other forms of discrimination.

Although it is the legitimate responsibility of other orders of government to enact and enforce laws governing human rights and citizenship, the integration of people of diverse cultures, religions and ancestral roots in Canada happens primarily at a municipal level. There are specific actions that cities can take to:

- ensure positive integration of groups
- prevent and respond effectively to acts of racism in the community
- address systemic barriers faced by racialized populations
- promote a culture that respects and values cultural diversity.

CMARD and the Ten Commitments

The Coalition of Municipalities Against Racism and Discrimination developed ten guiding commitments in three general areas:

The municipality as a guardian of the public interest:

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

The municipality as an organization in the fulfillment of human rights:

5. Provide equal opportunities as a municipal employer, service provider and contractor.
6. Support measures to promote equity in the labour market.
7. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing.

The municipality as a community sharing responsibility for respecting and promoting human rights and diversity:

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

The City of Edmonton Action Plan addresses all ten of these commitments. Proposed actions align with the guidelines **Statement of Need**.

While the City of Edmonton strives to be an inclusive, safe, and vibrant community, it faces some direct challenges in the area of race relations:

- In 2007 there were 8 incidents of anti-Semitism reported in the City of Edmonton
- In 2007 there were 17 complaints in Alberta of hate crimes
- Edmonton reported 63 incidents of hate crimes based on race and religion in 2005, in 2006 this number fell to 41

- Hate crimes are generally under-reported due to fear that reporting will not result in help or action
- According to one study, only 5-10% of hate crimes are reported
- White supremacist groups in Western Canada are actively promoting hate information
- The White Supremacist group the Aryan Guard is active in Canada and in Alberta
- In 2001 20% of visible minority women and 21% of visible minority men reported experiencing discrimination or unfair treatment due to ethnicity, culture, race, skin color, language, accent or religion
- Unemployment and underemployment of immigrants remains an important issue.

Racism Free Edmonton Committee

Initial consultation efforts identified key stakeholders who could potentially provide invaluable expertise and a strong voice for the initiative. These stakeholders were brought together to form the Racism Free Edmonton Administration Committee. The Committee includes representatives from the six priority sectors identified below. All parties involved are committed to the elimination of racism in Edmonton. The Terms of Reference of the RFE Committee confirms each stakeholder's commitment.

Members of the Racism Free Edmonton Committee are from the City of Edmonton's Office of Diversity and Inclusion, other City departments, Alberta Human Rights and Citizenship Commission, Canadian Heritage, Citizenship and Immigration Canada, Edmonton Police Service, University of Alberta, colleges, school boards and various non-governmental organizations.

Following development and approval of its Terms of Reference, the Racism Free Edmonton Committee identified six priority sectors in which action ought to be promoted:

- Employment
- Policing and Justice
- Education
- Housing
- Media
- Youth.

Community Forums

In order to ensure the Racism Free Edmonton Action Plan is effective and relevant, the Committee sought broad community consultation. A Public Involvement Plan was developed to help facilitate four Community Forums. Three forums were held in English and a fourth was conducted in French.

Participants prioritized issues and suggested possible solutions to overcome barriers. The forums allowed for the opportunity to meet with the community, understand their experiences of racism and helped identify potential new solutions to current problems.

The Forum Goals were:

- To honour CMARD commitment 8: "Involve residents by giving them a voice in anti-racism initiatives and decision-making"
- To provide information to the public about the Racism Free Edmonton Committee and its current mandate
- To promote Edmonton as a municipality committed to being free of racism
- To provide the opportunity for community stakeholders to identify issues and potential solutions.

City of Edmonton Racism Free Action Plan

Action Area	Actions	Addresses CMARD Commitment	Potential Partners	City Business Unit
1. Implement the City of Edmonton Diversity and Inclusion Framework	<ul style="list-style-type: none"> Each City department will continue to implement the City of Edmonton's Diversity and Inclusion Framework and evaluate the achievement of Senior Management Team's four Diversity and Inclusion Goals: <ol style="list-style-type: none"> Have a workforce broadly reflective of the community Identify and address barriers within organizational systems Attract and retain a talented workforce skilled at working in an inclusive and respectful manner with one another and the community Create processes, policies, plans, practices, programs and services that meet the diverse needs of those we serve Draft for Council review a City Policy on Equity, Diversity and Inclusion Draft for Council review a City Policy and Administrative Procedure that address racial discrimination Incorporate equity and diversity requirements into City Policies on procurement and contracting practices Implement the Respectful Workplace Administrative Directive and Administrative Procedures Engage City of Edmonton employees at all levels in diversity competence education and Respectful Workplace implementation strategies Develop, implement and evaluate an Administrative Procedure that addresses the goals of City Policy 529 – Immigration and Settlement 	5, 6		

Action Area	Actions	Addresses CMARD Commitment	Potential Partners	City Business Unit
	<ul style="list-style-type: none"> Develop corporate-wide Diversity and Inclusion Awards that recognize inclusive practices within the City's employment and service systems 			
2. Raise public awareness of racism and publicly promote an atmosphere of inclusion and respect for cultural diversity	<ul style="list-style-type: none"> Join other organizations and groups in their efforts to raise awareness of racial discrimination and promote an atmosphere of inclusion (e.g., March 21 Week for the Elimination of Racial Discrimination) Partner with regional employers and employment sector organizations in raising awareness of the positive contributions made by immigrants and Aboriginal people to the economy of the region and encourage initiatives that improve the employment outcomes of racialized groups In partnership with other orders of government, develop and implement initiatives that educate the public on human rights protections and complaint processes 	1, 8, 10	Aboriginal organizations Alberta Human Rights Commission Canadian Human Rights Commission Employers Employment sector organizations Non-Governmental Organizations	

Action Area	Actions	Addresses CMARD Commitment	Potential Partners	City Business Unit
<p>3. Provide leadership in encouraging and collaborating with other organizations and institutions in their efforts to:</p> <p>a. Identify and address institutional policies and practices that create barriers for racialized groups</p> <p>b. Develop inclusive policies and practices within their respective institutions</p> <p>c. Develop and deliver programs that address racial discrimination and promote inclusion of racialized groups</p>	<ul style="list-style-type: none"> To address issues of racial discrimination outside the jurisdiction of the municipality, the City will coordinate <i>Racism Free Edmonton</i>, a collaborative, multi-stakeholder initiative through which institutions and organizations will: <ul style="list-style-type: none"> - Identify and address institutional barriers to racialized groups, - Develop inclusive policies, - Develop programs and practices that address racial discrimination and promote inclusion of racialized groups, and - Coordinate a biennial convention that incorporates educational workshops and seminars that promote anti-racism and inclusive practices in six stakeholder identified priority sectors: <ol style="list-style-type: none"> 1. Education 2. Policing and Justice 3. Employment 4. Housing 5. Media 6. Youth 	3, 4, 6, 7, 8, 9	Non-Governmental Organizations School Boards Post Secondary Institutions Edmonton Police Service Canadian Heritage Citizenship and Immigration Canada Alberta Human Rights Commission Print and electronic media Employment sector organizations Alberta Solicitor General	
<p>4. Respond publicly to issues of racial discrimination in the community</p>	<ul style="list-style-type: none"> Through <i>Racism Free Edmonton</i>, develop communication protocols and act as a public information source in response to racially or hate motivated incidents in the community 	1, 3	<i>Racism Free Edmonton</i> stakeholder group	

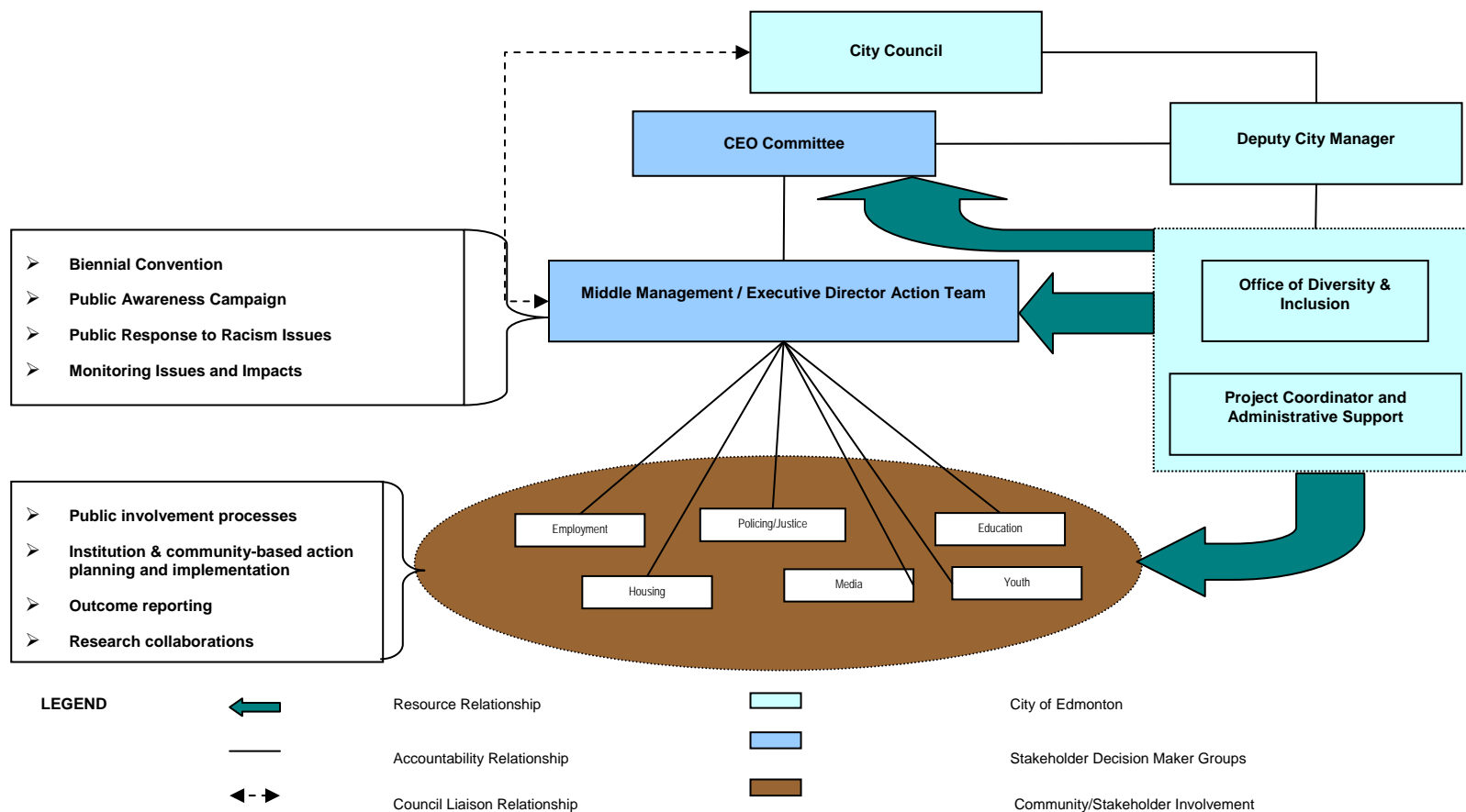
Action Area	Actions	Addresses CMARD Commitment	Potential Partners	City Business Unit
5. Develop monitoring mechanisms and evaluate action plan impacts	<ul style="list-style-type: none"> Through <i>Racism Free Edmonton</i>, create and implement mechanisms that: <ul style="list-style-type: none"> - measure the incidence of racial discrimination in the region and track trends over time, and - record the implementation of practices and policies directed toward the elimination of barriers faced by racialized groups 	2	<i>Racism Free Edmonton</i> stakeholder group	
6. Report Successes and Challenges	<ul style="list-style-type: none"> City of Edmonton Administration will prepare an annual report for City Council that outlines the City's corporate diversity and inclusion activity and progress toward the achievement of the City's diversity and inclusion goals <i>Racism Free Edmonton</i> will prepare and present to City Council an annual report that outlines the activities of the initiative and its progress toward achieving the goals of the Action Plan Both Council reports will be presented to the public as well as submitted to CMARD and UNESCO to inform citizens and relevant organizations of the City's progress toward addressing the 10 CMARD Commitments 	Declaration of Membership	<i>Racism Free Edmonton</i> stakeholder group	

Governance, implementation and structure

RACISM FREE EDMONTON: GOVERNANCE AND IMPLEMENTATION STRUCTURE

Governance / Implementation Structure	CEO Committee	Middle Management/Executive Director Action Team	Working Groups
Description	<p>Who: Senior managers with overall responsibility for policy leadership and strategic direction of key organizations or institutions</p> <p>Role: Champions of initiative on public and institutional levels</p>	<p>Who: Managers or directors with authority to direct and influence action within their respective organizations or institutions in priority sectors</p> <p>Role: Directing and influencing action within respective institutions; overseeing and providing input into RFE collective initiatives</p>	<p>Who: Operational staff directed by managers to develop action and active members of organizations and groups through which supportive action will facilitate the achievement of RFE objectives</p> <p>Role: Develop, recommend and implement actions; report impacts and outcomes</p>
Participants	<p>City of Edmonton – Deputy City Manager</p> <p>Edmonton Police Service – Chief of Police</p> <p>Major School Boards – Superintendents</p> <p>Major Post Secondary Institutions – Presidents</p> <p>Major Housing Organization – CEO</p> <p>Business Sector Representative</p>	<p>City of Edmonton – Managers from relevant business units / Edmonton Youth Council Chairperson</p> <p>Edmonton Police Service</p> <p>Major School Boards</p> <p>Major Post Secondary Institutions</p> <p>Broad-based Non-profit / NGOs with racism focus</p> <p>Provincial / Federal Government Ministries</p>	<p>City of Edmonton business units relevant to RFE priority areas</p> <p>Organizations, institutions and government ministries relevant to working group focus area</p> <p>Potential Funders</p> <p>Relevant research organizations</p>
Meeting Frequency	Annually	Quarterly or bi-monthly	Monthly

RACISM FREE EDMONTON GOVERNANCE AND IMPLEMENTATION STRUCTURE



Projected Budget

RFE Project Budget

		2009	2010	2011
Revenue				
	City of Edmonton	\$ 112,000.00	\$ 205,000.00	\$ 163,000.00
	Federal & Provincial Grants	\$ 172,000.00	\$ 410,000.00	\$ 196,000.00
Total		\$ 284,000.00	\$ 615,000.00	\$ 359,000.00
Expenses				
	Personnel			
	Salaries and Benefits	\$ 112,000.00	\$ 156,750.00	\$ 163,020.00
	Contract Fees			
	Intercultural Education Events	\$ 72,000.00	\$ 72,000.00	\$ 72,000.00
	Communications Design	\$ 10,000.00	\$ -	\$ -
	Convention Management	\$ 12,000.00	\$ -	\$ 13,000.00
	Public Awareness Campaign	\$ -	\$ 315,000.00	\$ 10,980.00
	Administration			
	Office Lease	\$ 6,200.00	\$ 9,270.00	\$ 9,550.00
	Communications	\$ 1,800.00	\$ 2,475.00	\$ 2,550.00
	Computer Lease	\$ 9,000.00	\$ 2,000.00	\$ 2,100.00
	Equipment	\$ 1,000.00	\$ 1,050.00	\$ 1,100.00
	Office Supplies	\$ 1,500.00	\$ 2,645.00	\$ 2,750.00
	Program Costs			
	Promotion/Advertising	\$ 3,000.00	\$ 15,250.00	\$ 15,000.00
	Printing	\$ 2,000.00	\$ 12,000.00	\$ 7,000.00
	Hosting	\$ 2,500.00	\$ 2,750.00	\$ 3,000.00
	Convention Costs			
	Facility	\$ 3,000.00	\$ -	\$ 3,270.00
	Catering	\$ 10,500.00	\$ -	\$ 11,480.00
	Other Costs	\$ 16,500.00	\$ -	\$ 18,000.00
	Facility Rental	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00
	Annual Awards Ceremony	\$ 15,000.00	\$ 15,675.00	\$ 16,400.00
	Transportation	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00
	Travel & Accomodations	\$ 1,000.00	\$ 2,000.00	\$ 1,500.00
	Parking	\$ 2,000.00	\$ 3,135.00	\$ 3,300.00
TOTAL		\$ 284,000.00	\$ 615,000.00	\$ 359,000.00