

CityLAB Hamilton and Hamilton Immigration Partnership Council:

Inclusion Campaigns That Work

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Executive Summary

While Hamilton is a diverse community, it is not necessarily an inclusive community, as there has been an increase in hate crimes here over the past few years. Redeemer University students worked alongside the Hamilton Immigration Partnership Council (HIPC), to approach the question of how other municipalities have targeted the issue of anti-diversity through different campaigns, how these campaigns measured their progress, and finally, which elements should be included into a Hamilton inclusion campaign.

To do so, the students created an environmental scan (Appendix 2), looking at about 30 different campaigns to compare and contrast. From this list, five were chosen for the group to reach out to and interview. Unfortunately, only two of five responded in agreement to meet to answer questions regarding their budget, goals, strengths, and challenges; which would help HIPC have a larger grasp on how they could move forward with the campaign. As the group did not reach their goal of speaking with five different campaigns, further research was obtained through online sources, one going into more detail for another campaign on the list, and one providing an overview of many different campaigns that had been completed in recent years.

Further research focused on the Advancing Equity and Inclusion - Guide for Municipalities, interviews with individuals from the Black Experience Townhall, hosted by the Carion Fenn Foundation, and the Explore Possible Initiative from Manitoba Possible, as well as further online research on the Lethbridge Diversity and Inclusion Alliance and Commit to Inclusion campaigns. Results from this research led to the student's recommendations for HIPC's campaign, as listed briefly here:

- Incorporate intersectionality.¹

¹ "Advancing Equity and Inclusion...A Guide for Municipalities," City for All Women Initiative, accessed November 5, 2022, Advancing Equity and Inclusion: A Guide for Municipalities (cawi-ivtf.org)

- Encourage community engagement.²
 - Have different groups present in the conversation.³
- Give enough time to advertise and allow the public to know what is being done.⁴
- Provide a manual for implementing guidelines in programming that will empower people.⁵
- Provide a media activation kit with campaign graphics to supporters who want to aid in spreading awareness.⁶

To conclude, over the past four months this group has focused on answering the main driving question, “How have other municipalities improved inclusion and measured progress, and which elements should be incorporated into a Hamilton campaign?” This report discusses the context and significance of this question, as well as the methods used to address the question and develop results. These results are then presented and discussed in the form of recommendations to HIPC. Overall, there are many inclusion campaigns which provide a background and starting point for HIPC to develop a Hamilton inclusion campaign. The next steps are for HIPC to implement these recommendations as they fit within the mandate of HIPC’s inclusion campaign.

² Fenn, personal communication, November 2022.

³ Manitoba Possible. “Explore Possible: Disability Discourse Through a Lived Experience Lens: What is Explore Possible and Answers to Your Questions.” Accessed November, 2022.

⁴ Fenn, personal communication, November 2022.

⁵ “Commit to Inclusion International,” Commit to Inclusion, accessed November 22, 2022, <http://committoinclusion.org/international/>.

⁶ “Commit to Inclusion International,” Commit to Inclusion, accessed November 22, 2022, <http://committoinclusion.org/international/>.

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Introduction

The Hamilton Immigration Partnership Council (HIPC), alongside CityLAB Hamilton, has partnered with Redeemer University in the HIPC “Inclusion Campaigns That Work” project. This project, conducted by Bailey Fenn, Rishel Ramsarran, Alison Nirula, Rachael Hogeveen, and Joe Alagna, took place over the four month semester between September and December 2022.

While Hamilton is a diverse city, citizens and visitors still have potential to face the issues of discrimination, racism and hate crimes in the community. This includes public hate crimes towards diverse populations, minorities, immigrants, and other groups of individuals within the city of Hamilton. The driving question of this project, provided by HIPC, recognizing the needs for increased inclusion within the city of Hamilton, is the following: “How have other municipalities improved inclusion and measured progress, and which elements should be incorporated into a Hamilton campaign?”

This report will further outline the context and significance of HIPC, CityLAB Hamilton, and the *Inclusion Campaigns That Work* project. Next, the report will outline the methods used in conducting research, as well as the results of the research, ensuring to describe in detail the results and findings of the research completed. Finally, these results will be discussed, in order to clearly answer the above driving question. The implications and limitations of the results will be discussed, and finally, this report will discuss suggestions for next steps.

Context and Significance

CityLAB Hamilton is an organization which works with leaders from across Hamilton, including students, academic, and civic leaders, with the goal of creating a better Hamilton for

those who live, work, and visit the city.⁷ Overall, CityLAB Hamilton has the vision to “provoke students and City leadership to inspire, energize, and build a healthy, sustainable, and vibrant Hamilton.”⁸ Since 2017, CityLAB has worked with 2,531 students and 68 faculty members from Mohawk College, Redeemer University, and McMaster University, as well as 88 City of Hamilton staff. With these students, faculty, and city staff, CityLAB has co-created 159 projects which work towards the betterment of the City of Hamilton. According to students, CityLAB Hamilton has allowed them to be “made aware of issues affecting the community and given an opportunity to support future change. They were able to look beyond their own experiences.”⁹ It is clear that CityLAB Hamilton plays an integral role in the City of Hamilton, working to solve issues within the city to improve Hamilton for all its citizens and visitors.

Established in 2009, HIPC was one of the first local immigration partnerships in Canada. HIPC is a community group which “seeks to create a seamless settlement experience for immigrants in Hamilton.”¹⁰ HIPC works toward economic stability, social inclusion, and community engagement for newcomers to Hamilton. The guiding principles of HIPC include three main ideas. The first is the concept that fulfilling the basic needs of newcomers is a key foundational aspect of achieving a sense of belonging within Hamilton. Secondly, supporting newcomers and working toward positive outcomes for them, must have input and leadership from people who have lived experience. Thirdly, HIPC is committed to anti-racism and anti-oppression, and taking practical steps toward these things.¹¹

⁷ “Our Story,” CityLAB Hamilton, accessed November 14, 2022, <https://www.citylabhamilton.com/our-story>.

⁸ “Our Story.”

⁹ “CITYLAB HAMILTON ANNUAL REPORT,” CityLAB Hamilton, accessed November 14, 2022, <https://static1.squarespace.com/static/59de7b08268b96c326bedc1e/t/62bde739b931f65ce204406d/1656612667796/Annual+Review+CityLAB+2021-2022+P.pdf>.

¹⁰ “What We Do,” Hamilton Immigration Partnership Council, accessed November 14, 2022, <https://hamiltonimmigration.ca/what-we-do/>.

¹¹ “What We Do,” Hamilton Immigration Partnership Council.

The primary focus of this project is to establish and build upon effective inclusion campaigns from other areas, to allow Hamilton to improve its inclusion of minority populations. This inclusion campaign is very relevant and necessary for the diverse city of Hamilton to integrate within the community in order for change to occur. The driving question is as follows, “How have other municipalities improved inclusion and measured progress, and which elements should be incorporated into a Hamilton campaign?”

A general scope of this project is assisting CityLAB and HIPC with developing recommendations that identify challenges and benefits from various approaches that have been taken in the past. This project aims to revise and upgrade these previous works. Additionally, this project seeks to build upon existing campaign work, and research what types of actions have been taken by other municipal jurisdictions and institutions within Canada. We will outline the lessons learned from other municipalities, and then deliver these recommendations for HIPC to incorporate into their existing strategy. In order for our campaign to be more effective, we will focus more on creative, strategic, innovative, and interactive approaches. This extends beyond print, poster, and banner advertisements, similar to previous campaigns from the past.

Now, more than ever, inclusion is needed within the city of Hamilton. According to HIPC, approximately two thirds of population growth within Hamilton is a result of immigration, meaning that Hamilton’s newcomer population is rising steadily.¹² According to the Hamilton Police Service, there was a 35% increase in the number of hate incidents in 2021, compared to the previous year. This number reached 108 reported occurrences over the year.¹³ While the reported number of hate crimes is quite high as it stands, the Hamilton Police service also

¹² “Who We Are,” Hamilton Immigration Partnership Council, accessed November 14, 2022, <https://hamiltonimmigration.ca/who-we-are/>.

¹³ “Hamilton Police Release 2021 Hate Crime Statistics,” Media, Hamilton Police Service, last modified April 28, 2022, <https://hamiltonpolice.on.ca/news/hamilton-police-release-2021-hate-crime-statistics/>.

predicts that “the true number is likely much larger since most incidents go unreported.”¹⁴ These instances occur against members of the Black community, the Jewish community, the 2S&LGBTQIA community, and Islamic community, among others.

The COVID-19 pandemic has also created a greater need for inclusion within Hamilton. During COVID-19, there has been an increase in racism and anti-inclusion, specifically against the Asian population. According to the Chinese Canadian National Council Toronto Chapter, “from March 10th, 2020 to February 28th, 2021 there were 1150 cases of racist attacks from across Canada reported on our web platforms.”¹⁵ 40% of these attacks were reported in Ontario, and 92% of these reports were from Southeast Asians and East Asians.¹⁶ The main motivation behind these racist attacks is the idea that Asian people are responsible for COVID-19 and its effects on Canadians.¹⁷ The Asian community in Canada has been subject to many attacks, violence, and racism since COVID-19 became a pandemic in 2020. The report by the CCNCTC says that, “Asian Canadian communities not only face the challenges of COVID-19 (the social, economic and health implications of which has disproportionately impacted racialized communities) but also the added racism that sees our communities as somehow responsible for COVID-19 and its horrific damages.”¹⁸ The COVID-19 pandemic has further shown the need for increased inclusion within all of Canada, especially Ontario and the city of Hamilton

Another key part of the context in which this project is taking place, relates to the fact that HIPC has conducted inclusion campaigns in the past. These included events, workshops, actions conducted by elected officials, print and poster ad campaigns, bus shelter advertisements,

¹⁴ Hamilton Police Service, “Hamilton Police Release 2021 Hate Crime Statistics.”

¹⁵ Justin Kong, Jessica Ip, Celia Huang and Kennes Lin, “A YEAR OF RACIST ATTACKS: ANTI-ASIAN RACISM ACROSS CANADA ONE YEAR INTO THE COVID-19 PANDEMIC,” *Chinese Canadian National Council Toronto Chapter* (2022): 6.

¹⁶ Kong, Ip, Huang and Lin, “A YEAR OF RACIST ATTACKS,” 6.

¹⁷ Kong, Ip, Huang, and Lin “A YEAR OF RACIST ATTACKS,” 10.

¹⁸ Kong, Ip, Huang, and Lin “A YEAR OF RACIST ATTACKS,” 31.

videos, and more. The most effective mentioned campaign that has had the most success was the “HamiltonForAll” Campaign, which was conducted alongside the Hamilton Centre for Civic Inclusion, and the Ontario Council of Agencies Serving Immigrants.¹⁹ This campaign focused on building awareness and inclusion for immigrants within the city through a single marketing material. It made a strong statement and included bold taglines such as “YOU ARE HAMILTON,” where the faces of diverse individuals were the front of the campaign.²⁰ Based on this campaign, it is clear that the more interactive and engaging the campaigns were, the more significant the impact was within the community. People are more interested in campaigns which take action. Therefore, a key part of the context in which this project took place allowed the group to understand the need for more interactive campaigns where citizens of Hamilton can be involved.

Another key aspect of this project, being conducted by Christian students, is a Christian perspective and theological framework. Human rights and social justice issues are topics which Christians should care deeply about. Therefore the project of the HIPC Inclusion Campaign is something which is important, and at its core, a Christian issue. In a sermon titled Imago Dei and Race, Pastor Robbie Symons discusses the importance of Christians caring for those who experience racism. Pastor Symons says that, “Every human being, regardless of race, culture, or background, bears the image of God and is therefore worthy of dignity, respect, and love.”²¹ This is shown in the Bible, in Genesis 1:27, “So God created mankind in his own image, in the image of God he created them; male and female he created them.”²² Knowing that every human being

¹⁹ “ABOUT #HAMILTONFORALL,” #HAMILTONFORALL, accessed November 14, 2022, <https://www.hamiltonforall.ca/>.

²⁰ “ABOUT #HAMILTONFORALL.”

²¹ Robbie Symons, “Imago Dei And Race,” Hope Bible Church Oakville, March 7, 2021, video, 33:48, <https://www.hopetvlive.ca/imago-dei/videos/imago-dei-and-race>.

²² Genesis 1:27 (NIV).

was created in God's image, there is an inherent duty to protect, love, and serve those around us who are being discriminated against. Every person on this earth is ultimately a descendant of Adam and Eve, and made in God's image with gifts, talents, and ability that God has given them. This is an unquestionable calling for Christians to care for and protect people around us.

Furthermore, it is important to understand that, as John Piper says, "only the gospel of Christ, by the power of the Holy Spirit, severs the roots that feed racism."²³ With racial conflicts rising within the City of Hamilton, it is important to understand that only through God this problem can be addressed. When our desire to do good flows out of our love for God, and we pray for Him to work through our campaign and use the research we do to bring change, we will see fruitful results and God's will be achieved. It is important to be aware that this campaign relies on God working through what we do. This means that through prayer asking God to bless our work and for it to fall upon fertile ground. As Christians, we are called to work against issues of racism and injustice. A fitting way to do this is through the HIPC inclusion campaign, which will work toward reducing the number of hate crimes in Hamilton. While this work will not be completed by us while we live in a broken world, our work will point toward Christ and work to bring His kingdom, while we wait for His return to perfect the brokenness of this world.

Methods

The first stage in beginning this project was to meet with the project champion from the HIPC Inclusion Campaign group. Through these conversations, an understanding of the expectations of the HIPC group was established and pursued. As the student group obtained this understanding, research began while continually conversing with Sarah Wayland and Araf Mohammad. It was proposed that research would contain an overall assessment of different

²³ John Piper, "Preempt the Next Newsflash: Overflow from #ATimeToSpeak," *Desiring God*, December 18, 2014, <https://www.thegospelcoalition.org/blogs/justin-taylor/john-piper-16-thoughts-on-thinking-and-discussing-race-and-christ/>.

campaigns throughout Canada which also approached the issue of discrimination and injustice throughout their communities.

To begin this stage, a list of approximately thirty similar campaigns was compiled through an environmental scan (found in Appendix 2). The campaigns on this environmental scan were found by the student group (Appendix 2 – highlighted in red) and HIPC representatives (Appendix 2 – highlighted in blue). The environmental scan was recorded through a completed table stating the name, location, goals, and approaches of each campaign. Based on these findings, which were obtained through online research, the campaign was assigned a letter grade in reference to its relationship to the HIPC Inclusion campaign. Using the accessible data and letter grades on the environmental scan, the student group narrowed their research down to the top five campaigns that they felt fit best with the HIPC campaign (Appendix 2 – highlighted in green). After discussion with HIPC representatives Sarah and Araf, the top five were decided on and further research commenced.

It was determined that the next step would be for each student to decide on a campaign from the top five list to reach out to for an interview. The initiation of contact between students and the campaigns took on the form of emails and phone calls. Unfortunately, only two out of five campaigns responded and agreed to an interview; these being the Carion Fenn Foundations' Black Experience Townhall and Manitoba Possibles' Explore Possible Initiative. With this being the case, two students, Bailey Fenn and Rachael Hogeveen, worked together to interview the campaigns, taking turns to ask questions and record notes on what was discussed.

Prior to the interviews, the group decided on priority questions to address throughout the conversations with the different campaign representatives. During the interview, the final questions that were asked are as follows:

- What motivated you to create this campaign?
- How did you measure success and/or project effectiveness?
 - What were some aspects that made your project successful?
 - Elements of the campaign? (i.e., awareness phase, action phase?)
- What was your budget for the campaign? How did this affect the final project?
- What is a challenge you faced upon campaign implementation and completion? Diversity and inclusion goal challenges?
- What would you say were the main strengths and weaknesses in the campaign?
- What advice would you have for someone working on a similar campaign?

When meeting with the campaign representatives for the interview, Sarah Wayland requested that conversations be recorded for future reference, with the permission of the individuals that were spoken to. While Explore Possible was more than willing to have the session video and audio recorded, the Black Experience Townhall representatives requested that the conversation only be documented through notes that were transcribed by the students in the meeting.

As some group members were unable to secure interviews with other campaigns, these members searched for further insight and information on other campaigns within the environmental scan, as well as some that were not included there. Using the combined research and interview results, project members assessed the different results of their conversations, deciphering different recommendations and ideas for next steps for the HIPC campaign.

Results

The results presented in this section provide some of the ways in which other municipalities in Canada have used campaigns and initiatives to improve inclusion and to

measure progress, therefore answering the first half of the driving question and HIPC’s challenge summary “how have other municipalities improved inclusion and measured progress?”

The following results section first presents information from a general guide for municipalities to follow in order to advance equity and inclusion.²⁴ The remaining portion of the results section presents the research found for the following inclusion campaigns/initiatives: Explore Possible Initiative, Black Experience Townhall, Lethbridge Diversity and Inclusion Alliance, and Commit to Inclusion.

I. Advancing Equity and Inclusion - Guide for Municipalities

Based on the research collected from the Advancing Equity and Inclusion - Guide for Municipalities, there are multiple ways to continue encouraging and building upon municipal-focused campaigns. Firstly, the importance and need for intersectionality to be applied to municipal work for inclusion campaigns is emphasized. In order to advance equity and inclusion, this requires knowledge of how people from diverse backgrounds experience the city.²⁵ Another impactful way to encourage and build upon inclusion campaigns is to credit organizations and campaigners for their work. This can be done by nominating and awarding successful community and organizational campaigns, through awarding prizes and distinctions that highlight outstanding contributions.²⁶ Nominating municipal and community initiatives for regional and national awards is a great way to follow through with this recommendation.²⁷ Publishing and promoting campaigns in local media sources is another way to effectively execute an important campaign, as well as hosting public launches for new initiatives.²⁸

²⁴ “Advancing Equity and Inclusion...A Guide for Municipalities,” City for All Women Initiative, accessed November 5, 2022, Advancing Equity and Inclusion: A Guide for Municipalities (cawi-ivtf.org)

²⁵ “Advancing Equity and Inclusion...A Guide for Municipalities,” 12

²⁶ “Advancing Equity and Inclusion...A Guide for Municipalities,” 29

²⁷ “Advancing Equity and Inclusion...A Guide for Municipalities,” 29

²⁸ “Advancing Equity and Inclusion...A Guide for Municipalities,” 29

Furthermore, in order to measure success rates and effectiveness post-campaign, there are key performance indicators that will assist with this. They include qualitative and quantitative measures where one must first ask questions like “Did recruitment of applicants from equity groups improve? Did civic participation of newcomers improve? Did the number of race-related hate crimes reduce within the community? Did the number of people with disabilities entering the local job market increase?”²⁹ There are also two types of indicators that will guide evaluation and measurement of a campaigns’ performance and results. Performance indicators include analyzing mechanisms, policies, and programs aimed at achieving the campaign’s goal, number of recruitment sessions, participants in each session, and postings in diverse media.³⁰ Result indicators include the level of concrete impacts of the mechanisms on the issue, percentage of equity group members in management, on city council, and committees, and lastly asking questions whether or not the funding for community initiatives increased for diverse organizations.³¹ Finally, an important factor that will determine whether a campaign conducted was effective, long-lasting or not is its’ sustainability. Campaign evaluators must analyze whether inequities between diversity groups increased, decreased, or remained stable when external support or campaign was concluded and withdrawn.³² Also, deciding whether the intervention and its impact is likely to continue even when external support, or the campaign, is withdrawn.³³

II. Explore Possible Initiative

A. Background and Purpose

²⁹ “Advancing Equity and Inclusion...A Guide for Municipalities,” 43

³⁰ “Advancing Equity and Inclusion...A Guide for Municipalities,” 43

³¹ “Advancing Equity and Inclusion...A Guide for Municipalities,” 45

³² “Advancing Equity and Inclusion...A Guide for Municipalities,” 47

³³ “Advancing Equity and Inclusion...A Guide for Municipalities,” 47

The Explore Possible initiative is a community-based endeavor which aimed to bring the voices of Canadians living with disabilities to other people all over Canada, and to share their stories and experiences with disability by means of an online journal.^{34,35} With this online journal, the ultimate goal of the Explore Possible Initiative was “for Manitobans and Canadians to invite conversation, educate, inform, and challenge assumptions.”³⁶ This initiative was planned and implemented by Manitoba Possible, a not-for-profit organization based in Manitoba which works to create an equitable environment for Manitobans who live with disabilities by providing them with various services.³⁷ The Explore Possible Initiative was set in motion by Manitoba Possible in April of 2021 and continued to run until March of 2022.^{38,39}

B. Main Elements

Regarding the specific methods used by Manitoba Possible to accomplish their goals, the following section discusses some of the elements that were involved in the Explore Possible Initiative. As mentioned previously, the main method used to share people’s stories was through an online journal or blog on the Explore Possible website where select article submissions were/are posted for anyone to read.⁴⁰ Along with being posted on the blog, the articles were also advertised on Manitoba Possible’s social media accounts and newsletter, as well as through other means such as in the newspaper.^{41,42}

³⁴ “Annual Impact Report 2021-22,” Manitoba Possible, accessed November, 2022, https://static1.squarespace.com/static/5e5fdbde5ec1e57e3aaf5443/t/62a3a534aaa2cf11e1cd3f81/1654891989952/2022-23+Vertical_ALT_2_spread.pdf.

³⁵ Manitoba Possible. “Explore Possible: Disability Discourse Through a Lived Experience Lens: What is Explore Possible and Answers to Your Questions.” Accessed November, 2022. <https://www.manitobapossible.ca/explore-possible/explore-possible-launch-and-faqs>.

³⁶ “Answers to Your Questions.”

³⁷ “An Inclusive and Accessible Society is Possible,” Manitoba Possible, accessed November, 2022, <https://www.manitobapossible.ca/>.

³⁸ “Impact Report.”

³⁹ “Answers to Your Questions.”

⁴⁰ “Answers to Your Questions.”

⁴¹ “Answers to Your Questions.”

⁴² M. Peters, personal communication, Interview conducted by Hogeveen, notes taken by Fenn and Hogeveen, November 17, 2022.

According to their FAQ page, the following criteria had to be met in order for someone to submit an article for the Explore Possible Initiative: the writer must be a Canadian resident who has faced difficulties as a result of their disability, the writer must be someone who is seen as a leader and who stands up for their community, the article must be an unpublished work ranging from 300 to 900 words, and the article should touch on social issues and experiences regarding disabilities.⁴³

Regarding the process for the selection of an article to be posted on the Explore Possible website, the article summary, which was received along with a submission form, was reviewed before setting up a meeting with the article's author.⁴⁴ Based on whether a successful relationship could be seen with the author, as well as whether the author was willing to sign a contract and select a specific timeline after hearing more about what was expected of them, a plan was put in place to move forward with that specific author and article. As for the budget of the Explore Possible Initiative, each selected author received an honorarium ranging from \$50 to \$150 depending on the length of the article.^{45, 46}

C. Evaluation and Impact

As a means to measure the success of the Explore Possible Initiative, a goal was set to obtain and publish a minimum of twelve articles with unique perspectives.⁴⁷ Another way that success was evaluated was by looking at the level of community engagement with the articles on all the platforms where the articles were posted.

Based on these measurements, it can be concluded that the Explore Possible Initiative was an overall success. Manitoba Possible received well over twelve submissions and were able

⁴³ "Answers to Your Questions."

⁴⁴ Peters, personal communication.

⁴⁵ "Answers to Your Questions."

⁴⁶ Peters, personal communication.

⁴⁷ Peters, personal communication.

to publish twelve unique articles on their website, therefore reaching their publication goal.^{48, 49}

According to Marley Peters, one of the managers of the Explore Possible Initiative, the organization received much more community engagement than usual, with many people contacting Manitoba Possible and sharing their stories and experiences as well.⁵⁰

D. Main Strengths

Some of the main elements that contributed to the success of the Explore Possible Initiative include the process by which potential articles were found, as well as the guidance and support provided to the authors as they worked to create a successful and engaging article.⁵¹

Another important aspect that aided in this initiative's success is the fact that there was already a community of people around Manitoba Possible who were interested in learning about the unique experiences of people with disabilities. With this foundation, Manitoba Possible was able to use the feedback from past projects and incorporate that into the creation of the Explore Possible Initiative

E. Challenges and Lessons Learned

Lastly, the following section discusses some of the challenges faced by Manitoba Possible in implementing the Explore Possible Initiative, as well as some of the lessons learned. According to Marley Peters, the main challenge faced was the lack of resources such as time and money.⁵² To improve and expand on this initiative in the future, Peters mentioned that Manitoba Possible is looking into increasing their budget in order to utilize other modes of delivery for the online journal, such as the use of videos.

⁴⁸ "Impact Report."

⁴⁹ Peters, personal communication.

⁵⁰ Peters, personal communication.

⁵¹ Peters, personal communication.

⁵² Peters, personal communication.

Another significant challenge was the lack of follow through with some of the authors due to personal circumstances. Some articles had to be abandoned before the writing process could be completed, resulting in the need to find another author and article. Peters expressed that, to overcome this challenge in the future, it would be beneficial to gather a greater number of potential authors and to publish as many articles as possible.

In response to the last question asked in the interview that was conducted “do you have any advice for someone who is working on a similar initiative?”, Peters expressed that it is important to incorporate the voices and perspectives of more people and to make sure that people from all backgrounds are being represented.⁵³

III. Black Experience Townhall - Carion Fenn Foundation

A. Background and Purpose

The Carion Fenn Foundation was initiated by Ms. Fenn herself. Carion Fenn was faced with extreme systemic racism where she was beaten and suffocated to the point of long term damage to her heart and lungs.⁵⁴ When this happened, Ms. Fenn’s rights were violated, but no one spoke up for her. In fact, when she fought back to try and protect herself, people around expressed that “her attitude got worse,” and felt that she was acting out in violent manners.⁵⁵ Ms. Fenn expressed the importance of working together as a community to bring about change as there is both a physical and emotional impact of racism and this needs to come to an end.

By creating the Carion Fenn Foundation, Ms. Fenn’s goal was to build relationships throughout the community and remove barriers that exist in the present day. The purpose of the Black Experience Townhall was to create a safe space for community members to come and share their experiences with conversation regarding what is being done and what could be done

⁵³ Peters, personal communication.

⁵⁴ Fenn, personal communication.

⁵⁵ Fenn, personal communication.

differently. This community open table was set in place to provide an environment where people are not treated any differently based on their outward appearances.⁵⁶ Ms. Fenn also expressed that this community conversation’s goal was to provide an opportunity for people to be held accountable for their actions both in and outside of this event.⁵⁷

B. Main Elements

The Black Experience Townhall event was developed by the Carion Fenn Foundation and the Durham Black Network, in a short period of time with the help of different potent community members.⁵⁸ With the sponsorships and support of the municipality of Clarington, the local library, police officers and other authority level community members, there was no need for a budget for this campaign as they pulled together different resources that each group was able to contribute.⁵⁹ The event was then advertised through the Carion Fenn Foundation’s social media accounts as well as the municipality’s channels and word of mouth.

The event itself was a free two hour presentation to the public with a question and answer section at the end.⁶⁰ Speakers included Carion Fenn as host, lawyer Peter Thorning, Elaine Gardner and Greg Frankson sharing personal stories, DRPS Director, Dr. Vidal A. Chavannes, and DRPS Deputy Chief, Joseph Maiorano.⁶¹ The conversation revolved around “the justice system and policing through real-life stories, advice on navigating the system, advocacy, [and] community dialogue strategies on building relationships, and moving forward.”⁶² They also had a psychotherapist on hand for those with questions, and provided a healing component for people who experience racism.⁶³

⁵⁶ Fenn, personal communication.

⁵⁷ Fenn, personal communication.

⁵⁸ Carion Fenn Foundation.

⁵⁹ Fenn, personal communication.

⁶⁰ Carion Fenn Foundation.

⁶¹ Clarington Public Library.

⁶² Clarington Public Library.

⁶³ Fenn, personal communication.

C. Evaluation and Impact

The success of the Black Experience Townhall was measured based on community engagement. As the event was planned in a short amount of time, the foundation was unsure what the turnout of community members would be. However, Ms. Fenn and supporters were surprised and impressed that available seats were accounted for within 48 hours, which indicated to them that this was a successful event.⁶⁴ Moreso, during the event, the entire community was engaging in conversation and wanting more information, as well as giving feedback following the Black Experience Townhall. In addition to this, the Deputy Chief was able to be present and engaging with people of the community, which furthered their belief of the success of this event.

D. Main Strengths

A major strength of the Black Experience Townhall was the immediate support of the community and municipality in proceeding with this campaign event. Everyone involved in the event showed immediate interest and were dedicated to providing the experience to the community.⁶⁵ Similarly, the interest and engagement from both the speakers and audience was a major strength of the event as this allowed for thorough conversations to be held and encouragement for future opportunities to hold similar events. This also lends itself to how the listening ears and empathy from speakers and other community members created a safe space for further discussion. This was made evident as they reached maximum capacity quickly, and had ongoing questions and comments, even after the campaign was complete.⁶⁶

E. Challenges and Lessons Learned

While Ms. Fenn shared that she felt that this project did not face many challenges, she expressed that something that the group struggled with was raising awareness of the event

⁶⁴ Fenn, personal communication.

⁶⁵ Fenn, personal communication.

⁶⁶ Fenn, personal communication.

throughout the community.⁶⁷ She explained that while they reached maximum capacity quite quickly, there were also a number of people reaching out complaining that they were not made aware of this event happening. Community members further expressed their quandaries regarding how little notice they received as this event was created and put into the community in a short amount of time.⁶⁸ For these concerns, Ms. Fenn felt that the foundation should be held accountable for getting this information to the public in a timely manner, however it is also the responsibility of the public to find out what is going on around them in their own community.⁶⁹

IV. Lethbridge Diversity and Inclusion Alliance

A. Background and Purpose

In 2007, the Lethbridge City Council passed a motion to become a member of the Coalition of Inclusive Municipalities. The goal of the Coalition of Inclusive Municipalities is to address racism and discrimination in communities in order to become more welcoming and inclusive. The city of Lethbridge began work to become a more inclusive community, and since then has been recognized both throughout Canada and the world, for its outstanding effort in building an inclusive city.⁷⁰ However, this momentum began to diminish for various reasons, until a 2019 ad-hoc committee led to the recommendation for a community-based Alliance of diverse individuals and organizations to work toward inclusivity and diversity in the city, and this was how the Lethbridge Diversity and Inclusion Alliance began.⁷¹

B. Main Elements

⁶⁷ Fenn, personal communication.

⁶⁸ Fenn, personal communication.

⁶⁹ Fenn, personal communication.

⁷⁰ “About Us,” Lethbridge Diversity and Inclusion Alliance, accessed November 1, 2022, <https://www.ldiayql.com/about>.

⁷¹ “About Us.”

The main goals of the Lethbridge Diversity and Inclusion Alliance are to foster awareness, to build participation, partnerships and commitment, and to create a safe community.⁷² In order to foster awareness, the Alliance works to educate the community to create a higher level of understanding in regards to inclusion and diversity.⁷³ Secondly, through building and strengthening partnerships between various sectors, the Alliance addresses racism and discrimination. By increasing participation and collaboration among citizens against racism and discrimination, and providing opportunities for youth involvement, the Alliance is able to build participation, partnerships and commitment.⁷⁴ Lastly, in order to create a safe community, the Lethbridge Diversity and Inclusion Alliance works to, “advocate for processes to identify and address issues of safety for people experiencing racism or discrimination; Develop a response model to document and respond to incidents of racism and discrimination.”⁷⁵ These goals are achieved through both the Public Awareness Campaign, which uses calls to action, and the Building Bridges Action Plan, which outlines the Alliance’s mandate and action plan.

Another key aspect of the work of the Lethbridge Diversity and Inclusion Alliance is through their Lunch ‘N Learn Community Sessions. These occur biweekly, are open to the community, and discuss ideas of anti-racism and discrimination, diversity and inclusion, and human rights.⁷⁶

C. Evaluation and Impact

⁷² “What We Do,” Lethbridge Diversity and Inclusion Alliance, accessed November 1, 2022, <https://www.ldiayql.com/what-we-do>.

⁷³ “What We Do,” Lethbridge Diversity and Inclusion Alliance.

⁷⁴ “What We Do,” Lethbridge Diversity and Inclusion Alliance.

⁷⁵ “What We Do,” Lethbridge Diversity and Inclusion Alliance.

⁷⁶ “Upcoming Events,” Lethbridge Diversity and Inclusion Alliance, accessed November 1, 2022, <https://www.ldiayql.com/upcoming-events>.

Our group members were unable to meet with representatives from the Lethbridge Diversity and Inclusion Alliance. Due to this, along with a lack of impact reports on the Alliance’s website, we could not measure the impact of the campaign specifically.

D. Main Strengths

Some of the main strengths from the Lethbridge Diversity and Inclusion Alliance include the calls to action. These are, according to the Alliance’s website, “Communications (calls to action) for the Public Awareness Campaign will inform citizens about: Experiences of racism and discrimination in the community and the impact of these experiences; Human rights, legislation and rights and obligations related to racism and discrimination; Equitable policies and practices; and Best practices for inclusion and equity.”⁷⁷ This is helpful to ensure that community members are aware of the campaign itself, how to be involved, and how to promote inclusion within their community.

Another key aspect and strength of this campaign is the focus on potential roadblocks and barriers to the fulfillment of the Lethbridge Diversity and Inclusion Alliance’s action plan. These potential roadblocks allow the Alliance to understand considerations for the approach to the campaign and anticipate challenges before they arise, so the Alliance can be prepared for potential challenges and issues which occur. The approach considerations include the following, “Addressing road blocks, education and training, open communication and public education, locating resources, and accountability.”⁷⁸ Ensuring that a campaign understands potential barriers and considers these before implementing an action plan, is key to ensuring that roadblocks can be overcome and do not necessarily mean the end of a project.

⁷⁷ “What We Do,” Lethbridge Diversity and Inclusion Alliance.

⁷⁸ “Building Bridges... A Welcoming and Inclusive Lethbridge,” Lethbridge Diversity and Inclusion Alliance, accessed October 20, 2022, https://www.ldiayql.com/_files/ugd/023125_fa939924845b4e1496606a4a972ed1fb.pdf.
CityLAB Hamilton and Hamilton Immigration Partnership Council:

Thirdly, the city of Lethbridge is a part of the The International Coalition of Cities Against Racism, a branch of the United Nations Educational, Scientific and Cultural Organization.⁷⁹ This was developed in response to rising racism and discrimination around the world, and created the Canadian Coalition of Municipalities Against Racism and Discrimination.⁸⁰ The commitments of the Coalition include the following:

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 the fight against racism and discrimination.
5. Provide equal opportunities as an 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 housing.
8. Involve citizens by giving them a voice in initiatives and decision making.
9. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and other forms of learning.
10. Promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized and marginalized communities into the cultural fabric of the municipality.”⁸¹

⁷⁹ “Building Bridges... A Welcoming and Inclusive Lethbridge.”

⁸⁰ “Building Bridges... A Welcoming and Inclusive Lethbridge.”

⁸¹ “Building Bridges... A Welcoming and Inclusive Lethbridge.”

Being a part of the Coalition sets measurable, achievable and realistic goals for municipalities which are a part of the Coalition.

E. Challenges and Lessons Learned

One key challenge in regards to the Lethbridge Diversity and Inclusion Alliance is the longevity of the program. The program was initially approved for a four year period, with a budget to last only four years. When working on an inclusion campaign, the sustainability of the results is important, as is being able to measure the results of the campaign. However, in the case of the Lethbridge Diversity and Inclusion Alliance, it would be difficult to continue the progress which has been made with no budget in the future. Inclusion is a long term project, which should have a long-term budget and plan.

V. Commit to Inclusion

A. Background and Purpose

Commit to inclusion is a campaign that focuses on the inclusion of people with disabilities with physical activity and all associated areas of lifestyle. This campaign supports the implementation of guidelines and programming to help aid people with disabilities live a healthy and active lifestyle.

B. Main Elements

The three main elements that commit to inclusion covers in their campaign is physical activity, nutrition, and obesity reduction. Physical activity being the main focus, they find it to be essential for their target audience to build strength and stamina in their programs and events so that they are able to maneuver more easily in their day to day life with everyday tasks.⁸² The second aspect that Commit to Inclusion focuses on is nutrition. This campaign has access to

⁸² “MAKE THE COMMITMENT: COMMIT TO INCLUSION,” Commit to Inclusion, accessed November 14, 2022, <http://committoinclusion.org/>.

healthy foods that they help hand out to those who do not have access or know what diets they want to be on. They find that physical activity can only be fueled by healthy foods and that they go hand and hand in the success of the program.⁸³ Lastly, as more of a result of physical activity and nutrition combined, the overall result and goal for the Commit To Inclusion program is to reduce obesity in their outreach. They find that people with obesity are most common to be people with disabilities. Their end result being a healthier and stronger society.⁸⁴

C. Main Strengths

Some of the main strengths in this program is their level of awareness in social media outreach and advertising, and knowing their target audience and planning events that people want to be a part of. Commit to Inclusion acknowledges the power of the internet and social media. They utilize the power of sharing through their social media pages and equip their members with “activation kits” on spreading awareness to those in their communities. These activation kits include helpful media tools like banners, logos, hashtags, and photos of project champions who are leading programs, in hopes to raise the awareness of this serious issue and what people can do about it.⁸⁵ A level of success of this campaign is due to their advertising of their campaign on social media. Commit to Inclusion takes their task seriously and knows their target audiences well.⁸⁶ On their main website they have the up to date the negative statistics that obesity and lack of physical activity have had on the population in the United States. We feel as though their level of knowledge on the subject matter and target audience is a key factor in getting to the point and being effective within a community setting. This results in better events being planned knowing what people want to participate in and what gets people out in their

⁸³ “MAKE THE COMMITMENT: COMMIT TO INCLUSION.”

⁸⁴ “MAKE THE COMMITMENT: COMMIT TO INCLUSION.”

⁸⁵ “#INCLUSIONMEANS,” Commit to Inclusion, accessed November 12, 2022, <http://committoinclusion.org/inclusionmeans/>.

⁸⁶ “#INCLUSIONMEANS.”

community.⁸⁷ Examples like the Wodapalooza Fitness Festival, Play Like a Girl, and Shape America.

D. Challenges, Lessons Learned, Evaluation, and Impact

Unfortunately we were unable to secure an interview with this campaign also, and were only able to gather the information through research. This made it difficult to pinpoint precisely what challenged them in the process of building this campaign and maintaining it. As a result we could not confirm any numbers from the level of success of their campaign. But what we do know is that they are succeeding in their mission so far and they have branched out globally to a greater audience.⁸⁸ This success is due to their guidelines that they have set in place for others to learn from their campaign. The nine guidelines to disability inclusion as follows: “

1. Objectives include people of disability
2. Involvement of people with disability in development, implementation and evaluation
3. Program Accessibility
4. Accommodations for participants with disability
5. Outreach and communication to people with disability
6. Cost Considerations and Feasibility
7. Affordability
8. Process Evaluation
9. Outcome Evaluation”⁸⁹

⁸⁷ “#INCLUSIONMEANS.”

⁸⁸ “Commit to Inclusion International,” Commit to Inclusion, accessed November 22, 2022, <http://committoinclusion.org/international/>.

⁸⁹ “9 GUIDELINES FOR DISABILITY INCLUSION,” Commit to Inclusion, accessed November 22, 2022, <http://committoinclusion.org/9-guidelines-for-disability-inclusion/>.

Discussion

The second half of the driving question and HIPC’s challenge summary, “which elements should be incorporated into a Hamilton campaign?” is answered in this section. This section of the report discusses the key takeaways from the research into our top campaigns, which also act as our recommendations to HIPC regarding the elements that should be incorporated into their new inclusion campaign in Hamilton. The following section also discusses some of the limitations and challenges that were faced in our project work as well as the next steps that should be taken in continuation of this project.

I. Recommendations

Based on the research presented on the Guide for Municipalities, the main recommendations that HIPC should incorporate into their inclusion campaign are: to incorporate intersectionality, to become educated in how people from diverse backgrounds experience the city in order to advance equity and inclusion, to credit organizations and campaigners for their work - such as through nominating and awarding successful campaigns -, and to publish and promote campaigns in local media as well as hosting public launches for new initiatives. As a means to measure success and effectiveness, it is recommended that HIPC uses the following performance indicators: qualitative and quantitative measures, analyzing mechanisms, policies, and programs aimed at achieving your goal, number of recruitment sessions, participants in each session, postings in diverse media, and level of sustainability. In order to measure their results, it is recommended that HIPC use the following results indicators: level of concrete impacts of the mechanisms on the issue, percentage of equity group members in management, on city council, and committees, and whether funding for community initiatives increased for diverse organizations.

Based on the research and the interview conducted for the Explore Possible Initiative, the main recommendations that HIPC should incorporate into their new inclusion campaign include the following: to have the Canadian population take part in the creation of the campaign by collecting feedback on the kind of campaign people would like to see, to have the Canadian population be involved in the actual campaign, and to incorporate a diverse array of people. One specific way that HIPC could achieve this is by sharing the personal stories of people in Canada who have experienced exclusion and discrimination, such as what was done by Manitoba Possible in their Explore Possible Initiative. HIPC could incorporate an online journal into their campaign, where people could submit articles and be compensated for it. Other modes of delivery could also be used, such as sharing people's stories through a video format. Regarding the use of an online journal, it is recommended that HIPC makes sure to work with and support the authors in this process and to create a plan in the case that some people may be unable to follow through. Lastly, regarding the evaluation of the campaign, it is recommended that HIPC uses a specific set of goals as well as feedback from the community in order to measure project success and effectiveness.

Based on the research and the interview conducted for the Black Experience Townhall, the main recommendations that HIPC should incorporate into their inclusion campaign are: to have a broad representation of the community who are actively a part of the conversation, to make sure that all sides are heard, and to work together in strengthening the community and moving forward as one entity. Focusing on community is an important way to involve people and motivate them into taking action. Public accountability is another way to motivate change in the community. Other recommendations for HIPC are to practice caution in how they put

information out into the public, and to incorporate multiple modes of communication about the project outcome.

Based on the research conducted for the Lethbridge Diversity and Inclusion Alliance, the main recommendations for HIPC include the following. Campaigning through calls to action for the community to raise public awareness, which will allow the community to take part in the inclusion campaign and learn ways they can promote inclusion within the city of Hamilton. Secondly, HIPC should implement approach considerations, following the same method as the Lethbridge Diversity and Inclusion Alliance. This will allow HIPC to understand and make considerations for the approach to this campaign. This allows HIPC to anticipate challenges before they arise, and have plans to address the challenges without causing a negative impact on the campaign itself.

Based on the research conducted for Commit to Inclusion, the main recommendations that HIPC should incorporate into their inclusion campaign are: to provide a manual for implementing guidelines in programming that will empower people, to provide a media activation kit with campaign graphics to supporters who want to aid in spreading awareness, and to support figureheads of the campaign through social media. Regarding the Photo Voice Project done by Commit to Inclusion, HIPC could incorporate a project like this into their campaign - where community members take videos which document aspects of their lives that allow them to be healthy or that act as barriers to health. Regarding commitments specific to people with disabilities, it is recommended that HIPC commits to adopting the nine guidelines for disability inclusion and to being an advocate for disability inclusion.

II. Limitations

One limitation which this project faced was a lack of knowledge and understanding of the goals of HIPC's inclusion campaign. Due to the nature of this project, being in the development stage with HIPC, a broad overview of HIPC's expectations caused difficulty for the group in researching specific campaigns and making more specific recommendations. While we understood that we were conducting preliminary research for this campaign, it would have been greatly beneficial to have access to guiding documents which HIPC is seeking to follow with their campaign. Knowledge of the budget which HIPC will be working with would be helpful for the project as well, although this has not yet been set by HIPC. This would have allowed us to accurately gauge which of the recommendations were possible within a specified budget. Having a suggestion of a budget would also allow the group to specifically focus on inclusion campaigns with a similar budget, allowing us to understand what HIPC could do with a certain budget. Lastly, additional knowledge, especially of HIPC's specific goals, would have been helpful to allow us to focus more narrowly on campaigns which would fit within HIPC's inclusion campaign. This would allow the group to make more informed, specific, and realistic recommendations to HIPC for a Hamilton inclusion campaign.

A second limitation which our group faced was time constraints. This would have been addressed by creating a thorough timeline with clearly laid out expectations and deadlines for important pieces of this project. This would have allowed our group to gather more thorough research by giving more time to conduct and organize interviews with various campaigns, before making recommendations to HIPC. Having more time for the project in general, as well as having a clear organizational structure and clearer understanding of expectations, would have allowed our group to be more successful in contacting and interviewing campaigns. This would have resulted in improved recommendations to HIPC.

A third limitation we faced was in regards to our interviews with the selected campaigns. The first part of this was that our group was not able to meet with all five of the selected campaigns, which limited the ability for our group to collect results. Meeting with all five campaigns would have allowed us to gain a better understanding of recommendations for HIPC. Furthermore, although two campaigns agreed to meet with the group, it proved to be difficult to conduct interviews. For example, the Black Experience Townhall Representative, Carion Fenn, requested that there be no audio recording during the interview. This resulted in our team needing to remember what we could not type in the interview notes, despite typing quickly.

Conclusion and Next Steps

The suggested next steps for HIPC in their implementation of an inclusion campaign are outlined in the recommendations section of this report. This directly answers the project's driving question, as it provides realistic, attainable, researched goals for HIPC to aspire to in the creation of a Hamilton inclusion campaign. The next steps for HIPC through this project is to continue to refine the recommendations to fit within HIPC's inclusion campaign budget, vision, and goals. Accountability is an important aspect of the next steps for this project. Follow-up work should be conducted by CityLAB Hamilton to ensure this project is continued in the form of an inclusion campaign within the city. The initial research and recommendations have been conducted and developed, and now these must be taken into consideration, and implemented by HIPC.

To conclude, over the past four months this group has focused on answering the main driving question, "How have other municipalities improved inclusion and measured progress, and which elements should be incorporated into a Hamilton campaign?" This report has discussed the context and significance of this question, as well as the methods used to address the question and develop results. These results are then presented and discussed in the form of

recommendations to HIPC. Overall, there are many inclusion campaigns which provide a background and starting point for HIPC to develop a Hamilton inclusion campaign. The next steps are for HIPC to implement these recommendations as they fit within the mandate of HIPC's inclusion campaign.

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Appendix 1: Timeline

DATE	TASK	DETAILS
Oct 26, 2022	Email Sarah	Top 5 campaigns to follow up on. By 4 pm!
Nov 4, 2022	Complete individual research on campaign selected Meeting as a group 11:00-11:30 Meeting with project champion 3:00-3:30	Follow up by contacting them directly, arranging interviews, etc. Complete a summary and share with group highlighting what can be used for our campaign - strengths, weaknesses, etc
Nov 11, 2022	Meeting as a group 11:00-11:30 Meeting with project champion 3:00-3:30	Complete a summary and share with group highlighting what can be used for our campaign - strengths, weaknesses, etc Come up with top things that can be implemented in Hamilton. Each one of us develops one of the items more throughout the week and then we can put it in our presentation/infographic and video.
Nov 18, 2022	Meeting as a group 11:00-11:30 Meeting with project champion 3:00-3:30	Prepping infographic, presentation
Nov 25, 2022	Submit Video and Infographic by November 25th (submitted using online submission form) IN CLASS: Draft presentations and posters Meeting as a group 11:00-11:30 Meeting with project champion 3:00-3:30	IN CLASS: Give draft presentation and provide feedback to a partner team (practice oral & audience competencies), Complete team member effectiveness reviews, Refine presentations and poster Final presentation prep before draft, begin work on final report Mock presentation, get feedback
Weekend of Nov 25	Meeting as a group	Finalize the infographic, video and presentation for CityLab showcase, work on feedback from project champion for presentation (Utilize Canva Accounts - CityLAB templates to create infographic) - Meeting AODA standards

		<ul style="list-style-type: none"> - Plain language - All text - Colour contrast
Nov 29, 2022	<p>Due to CityLab: Infographic and 3-minute video</p> <p>Select Representatives to Host our Booth for December 2 Project Showcase (max 10)</p>	Resources to create Video: powtoon, canva, piktochart, videoscribe
Dec 2, 2022	<p>Project showcase</p> <p>Project report due</p> <p>Project Presentation</p> <p>Meet as group 11:00 - 11:30</p> <p>Meet with project champion 3:00 - 3:30</p>	<p>Project showcase with CityLab and in class</p> <p>Full project report</p> <p>Final presentations to Redeemer community and other stakeholders and partners</p> <p>Final overview of presentation with project champion</p>
Dec 9, 2022	Individual journal due	

Appendix 2: Inclusion Campaigns – Environmental Scan

Legend:

Green = Top 5

Blue = Found by HIPC

Red = Found by Redeemer Students

	Campaign Name and URL	Location, organizing body, contact info	Elements and Budget	Actions/Commitments/Evaluation	Grade (good fit with project) A-F
1	<p>Commit to Inclusion</p> <p>Commit to Inclusion</p>	<p>email: help@committoinclusion.org</p> <p>phone number: 1-800-900-8086</p>	<ul style="list-style-type: none"> ● Provide a manual for implementing guidelines in programming that would empower people with disability ● Media activation kit and campaign graphics 	<ul style="list-style-type: none"> ● Committing to adopt the 9 guidelines for disability inclusion ● Committing to using the guidelines for disability inclusion and related resources in 	A

	(provided by HIPC)		<ul style="list-style-type: none"> ● Promote Champions for Change ● Photovoice project where community members may take video documenting aspects of their lives that allow them to be healthy or act as barriers to health 	<p>new and existing programs</p> <ul style="list-style-type: none"> ● Committing to be an advocate for disability inclusion and display that commitment 	
2	<p>Lethbridge Diversity & Inclusion Alliance https://www.ldiaq1.com/about</p>	<p>Lethbridge, AB info@ldiaq1.com</p>	<ul style="list-style-type: none"> ● “Our focus is to create a more welcoming and inclusive Lethbridge. A community free from racism and discrimination. A community connection and fostered with compassion.” <ol style="list-style-type: none"> 1. Foster Awareness: Increase awareness and understanding in the community through education. 2. Build Participation, Partnerships and Commitment: Increase citizen participation, collaboration and commitment to addressing racism and discrimination. 3. Create a Safe Community: Advocate for processes to identify and address issues of safety. 4. Build Participation, Partnerships and Commitment: Build and strengthen partnerships across all sectors to address racism and discrimination. 5. Build Participation, Partnerships and Commitment: Increase opportunities to engage youth in addressing 	<p>PROGRAMS & PROJECTS.</p> <p>Public Awareness Campaign: Communications (calls to action) for the Public Awareness Campaign will inform citizens about:</p> <p>Experiences of racism and discrimination in the community and the impact of these experiences Human rights, legislation and rights and obligations related to racism and discrimination Equitable policies and practices Best practices for inclusion and equity</p> <p>Building Bridges Action Plan: Building Bridges is LDIA's Community Action Plan.</p> <p>https://www.ldiaq1.com/files/ugd/023125_fa939924845b4e1496606a4a972ed1fb.pdf</p> <p>Lunch 'N Learn Community Sessions</p> <p>LDIA hosts a Lunch 'N Learn on the 2nd Thursday of every month, presented by individuals with expertise and/or lived experiences and endeavors to follow the calendar of notable days (i.e. International Women's Day, National Volunteer Week, Multicultural Day, etc.).</p>	A

			<p>racism and discrimination.</p> <p>6. Create a Safe Community: Develop a response model to document and respond to incidents of racism and discrimination.</p>		
3	<p>Black Experience Townhall - Focusing on Building Relationships</p> <p>https://carionfenn.org/black-experience-townhall</p>	<p>Durham Black Network / Carion Fenn Foundation</p> <p>289-923-8170 smcm@carionfenn.org</p> <p>Municipality of Clarington & The Clarington Public Library / New Castle</p>	<p>● focus on the justice system & policing through real-life stories</p> <p>● “expertly advice on navigating the system, advocacy, strategies with community dialogues on building relationships and moving forward because TOGETHER WE ARE STRONGER”</p>	<ul style="list-style-type: none"> ● different speakers ● in person and recorded ● charity organization 	A
4	<p>Brampton Multicultural Youth Council - focus on filling cultural gaps within the community for diverse youth and youth immigrants within the community</p> <p>http://www.bmyc.ca/home</p>	<ul style="list-style-type: none"> ● The City of Brampton ● email:bmycweb@gmail.com ● Partnered and Sponsored by: ECLYPSE Youth Centre, United Way Peel Region, and Rapport Youth and 	<ul style="list-style-type: none"> ● Recognizing cultural identities and diversity, assisting youth and youth immigrants with navigating issues related to culture, oppression, racism, and identity. ● Strive to unite community to celebrate diversity, educate public on social issues that concern today's youth and help bridge the cultural gap between communities 	<ul style="list-style-type: none"> ● One World Conference: Exploring cultures, discovering diversity ● Mosaic Conference: language attrition vs. cultural pressures, assimilation, cultural appreciation and appropriation ● The Rippled Effect Conference: Indirect Racism ● Hidden Cultures Conference: Multiculturalism ● Art Showcase ● Reppin Brampton Workshop ● Multicultural Holiday Showcase 	A

		Family Services		<ul style="list-style-type: none"> ○ representatives and speakers from indigenous community, jewish community, and mayor involvement ● Signature: Through the Lens ● Surveys 	
5	<p>Organization: Manitoba Possible. Campaigns: “70 Ways to Make Manitoba Possible” and “Paint the Town Possible”</p> <p>URL: https://www.manitobapossible.ca/stories/paintpossible?locale=en</p>	<p>Head Office: Winnipeg, Manitoba</p> <p>Contact: Phone: (204) 975-3010 Email: info@manitobapossible.ca</p>	<ul style="list-style-type: none"> ● “work together to eliminate barriers to full and equal participation through a variety of programs and services for people with disabilities” 	<p>Awareness campaigns:</p> <ul style="list-style-type: none"> ● 70 Ways to Make Manitoba Possible ● Paint the Town Possible <p>Explore Possible. Initiative</p> <ul style="list-style-type: none"> ● “online journal for Manitobans and Canadians to invite conversation, educate, inform and challenge assumptions” 	A
6	<p>#ITSTARTS With (Simcoe County)</p> <p>#ITSTARTS With - Children and Community Services (simcoe.ca)</p> <p>Card graphic: https://www.simcoe.ca/ChildrenandCommunityServices/Documents/LIP/LIPitstarts2020Cardenglish.pdf</p>	<p>Simcoe County</p> <p>Simcoe Local Immigration Partnership</p>	<ul style="list-style-type: none"> ● Public awareness campaign ● Provide cards digitally or to be picked up at local library by any members of the community, which are to be shared on social media and displayed physically ● Encourage performing acts of inclusivity and educating yourself (provide definitions and resources) ● Educational content on dispelling common myths, action items relating to discrimination, and resources to learn 	<p>Ambassadors commit to implementing the campaign in their community</p>	B

	(provided by HIPC)		<p>more (e.g., IT STARTS... With Challenging Oppression)</p> <ul style="list-style-type: none"> ● Ambassadors come with equity-based training that is offered by school board ● Community champions take a leadership role for a week in planning activities and events <p>*Careful to ensure program is flexible to ambassadors on how they can contribute</p>		
7	<p>Red Deer LIP Anti Racism Campaign</p> <p>Antiracism Campaign Red Deer Local Immigration Partnership (rdlip.ca)</p> <p>(provided by HIPC)</p>	●	<ul style="list-style-type: none"> ● Content regarding debunking myths ● Social Media promotion of “Proud to be your Neighbour” where stories from people in the community that made connections with their neighbours are promoted (and how these connections made Red Deer a better place) ● Guide on how to perform antiracism + additional resources 	● N/A	B
8	<p>Immigration Waterloo Region #RacialEquityWR</p> <p>#RacialEquityWR: Anti-Racism Resources - Immigration Waterloo Region</p> <p>(provided by HIPC)</p>	●	<ul style="list-style-type: none"> ● Education and tools to assist in taking action to end racism ● Resources to report hate incidents and avenues to add to the resources they have listed as well ● Provide lawn sign to declare stance on racism ● Social media challenge associated with taking picture with lawn sign and captioning it with a message on how you take action against hate 	● N/A	B

			<ul style="list-style-type: none"> ● Provide posters, graphics, and post samples to promote the campaign ● Have a frame to take a picture with at a local cultural festival 		
9	#1000ActsofWelcome by LMLIP #1000ActsofWelcome (provided by HIPC)	●	<ul style="list-style-type: none"> ● Promotes engaging in acts of welcome by sharing those acts through their social media campaign ● Provide free lawn signs, window decal, and bumper stickers; encourage participants to take pictures with these items and share ● Share resources on Welcoming Communities and Anti-racism 	● N/A	B
10	Diversity Includes Diversity Includes - Campaigns - Inclusion BC (provided by HIPC)	●	<ul style="list-style-type: none"> ● Provide resources to community ambassadors to Members of the Legislative Assembly within the province, including... setting up a meeting and preparing for the meeting ● Ask ambassadors to fill a brief survey afterwards 	● N/A	B
11	The Campaign Against Racism CAMPAIGN AGAINST RACISM — EqualHealth (provided by HIPC)	●	<ul style="list-style-type: none"> ● A network of CAR chapters working within a collective campaign ● Each chapter would engage in anti racism tactics (e.g., conferences, forming anti-racism networks, educational series, advocacy events) 	<ul style="list-style-type: none"> ● Each chapter would declare a strategic goal for their direct community and commit to being part of the collective campaign ● Sharing success stories with other chapters and participating in community organizing training 	B
12	End Exclusion campaign “End Exclusion” campaign a first	●	<ul style="list-style-type: none"> ● Fundraising campaign working to raise \$3 million over 5 years ● Funds to impact 3 core areas of need: 1) 	● N/A (can’t find more information)	B

	<p>for NB community living association New Brunswick Association For Community Living (NBACL)</p> <p>(provided by HIPC)</p>		<p>advocacy, program delivery, and support; 2) training and workshop delivery to increase capacity for inclusion in the community; 3) government relations (including research and creating inclusive public policy and programs)</p>		
13	<p>Inclusion Canada - “No Excuses”</p> <p>https://inclusion canada.ca/campa ign/past-work/</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • national TV, radio & newspaper campaign • 2 individuals with disabilities • purpose: “to make all Canadians aware that students with intellectual disabilities’ place is in the classroom along with all other children” • for more info: www.inclusiveeducation.ca • campaign ads: https://youtu.be/NSnX9Jp7e8c ; https://youtu.be/G68RnCuJTt 	<p>B-: aware ness raising rather than getting people involv ed</p> <p>not much inform ation to find</p> <p>contac t info??</p>
14	<p>Waterloo Regional Police - #HateIsLearned</p> <p>https://www.you tube.com/watch? v=RXh3apCwq WQ</p> <p>https://www.wrp s.on.ca/Modules /NewsIncidents/i ndex.aspx?feedI</p>	<ul style="list-style-type: none"> • Waterloo Police 	<ul style="list-style-type: none"> • video & print campaign • video of children speaking about the benefits of being inclusive of others regardless of their race, culture, religion, sexual orientation, gender or ability. • offer this message as a reminder to adults • supported through the Ministry of Community Safety and Correctional 	<ul style="list-style-type: none"> • a casting call was distributed through social media looking for kids who wished to speak about this topic & be interviewed on camera at police headquarters • 28 local children shared ideas about friendship & diversity • kindergarten class - images featured on bus shelter advertisements 	<p>B</p>

	d=6ead33fa-b583-403c-bffe-c5e5975991e0&newsId=be0faa32-e1d6-44ea-99c6-cd0b13a8ac85		<p>Services Hate Crime and Extremism Investigative Team (HCEIT) - network of 13 police services providing specialized support on investigations into hate-motivated crimes as well as support for community efforts to combat hate crimes across the province</p> <ul style="list-style-type: none"> ● <i>#hateislearned</i> ● contact: Alana Russel - corporate communications coordinator - alanarussel@wrps.on.ca - 519-650-8500 ex 8716 	& commercials at ONroute locations	
15	<p>Coalition of Inclusive Municipalities (formerly known as the Canadian Coalition of Municipalities Against Racism and Discrimination)</p> <p>https://en.ccunesco.ca/networks/coalition-of-inclusive-municipalities</p>	<p>The United Nations Educational, Scientific and Cultural Organization (UNESCO) Canada</p> <p>96 municipalities within Canada</p>	<p>Encourages and helps municipalities to do the following:</p> <ul style="list-style-type: none"> ● improve their practices to promote social inclusion ● establish policies to eradicate all forms of racism and discrimination ● promote human rights and diversity ● “Because it values and respects all its members, an inclusive municipality builds a society without fences, where everyone has an equal chance at participating in its economic, political, social, cultural and recreational life, and to thrive there.” <p>Priorities:</p> <ul style="list-style-type: none"> ● Gender Equality: to ensure that everyone enjoys equal opportunities, choices, capabilities, power and 		B

			<p>knowledge as equal citizens.</p> <ul style="list-style-type: none"> ● Memory of the World: preserves and promotes our shared authentic, unique and irreplaceable documentary heritage. It is a symbol of the collective memory of humanity. ● Reconciliation: presenting unique opportunities for working with UNESCO’s programs to advance reconciliation. ● Youth engagement: structure and sustain youth engagement across our programming. 		
16	<p>Toronto For All</p> <p>https://www.toronto.ca/community-people/get-involved/community/toronto-for-all/</p>	<p>The City of Toronto</p> <p>Contact: @toronto.ca</p>	<ul style="list-style-type: none"> ● public education to support civic resiliency (“civic resiliency is the capacity of a group of residents or community to adapt to the evolving complexity and diversity of their social environment by building good relationships and viewing these changes as a strength” ● “the city, as the government closest to residents, must lead public dialogue that can support the civic resiliency” ● equips “staff to better understand their own biases or stereotypes that may prevent them from providing the best service” ● “create a city that says “no” to all forms of 	<ul style="list-style-type: none"> ● multi-staged conversational approach ● different campaigns for each group 	B

			<p>discrimination and racism”</p> <ul style="list-style-type: none"> ● anti-semitism, racism, agism, disabilities, Intimate Partner Violence, homelessness, homophobia/transphobia, etc. ● encourages people to become educated, make their voices heard, support victims, report hate crimes and create inclusive spaces ● has different pages for different groups of people, giving a video and more explanations beneath on how it affects the community and provides ideas on how to make Toronto more inclusive 		
17	National Action Plan on Combating Hate	<p>Canada</p> <p>Government of Canada</p> <p>Contact: Arevig Afarian - press secretary - Office of the Minister of Housing and Diversity and Inclusion - arevig.afarian@infcc.gc.ca - 819-997-0055</p>	<ul style="list-style-type: none"> ● “diversity is a fact, but inclusion is a choice” ● online questionnaire & roundtable discussions ● **Hasn’t actually been done yet - still in the making** ● #StopHateCan ● #CombattingHateAP 	<ul style="list-style-type: none"> ● consultations (via online questionnaire) about how to approach and define the action plan 	B

18	<p>WeGotTheShot Campaign for a #BetterBrampton</p>	<p>website: Home - This Is Our Shot Canada</p> <p>email: thisisourshotca@gmail.com</p> <p>facebook, instagram, twitter: @thisisourshot</p>	<ul style="list-style-type: none"> ● community-focused and based grassroots initiative ● motivating the community citizens (especially immigrants) to get vaccinated in time for back to school/work ● also including a campaign to boost immigration ● a way to connect and bring immigrants together throughout the pandemic ● shared residents stories of why they have gotten vaccinated. the initiative partnered with residents, small businesses, and members of various cultural and ethnic groups ● campaign focused on creating videos with diverse groups of people and in different languages to reach as many citizens as possible 	<ul style="list-style-type: none"> ● t-shirt donation campaign ● social media hashtag campaign: posting pictures and videos in various languages 	C
19	<p>Diversity Essentials</p> <p>URL: https://www.diversityessentials.com/</p>	<ul style="list-style-type: none"> ● based in Winnipeg <p>Contact: Email: info@diversityessentials.com Phone: (204) 471-8771</p>	<ul style="list-style-type: none"> ● “Diversity Essentials delivers quality and professional training in diversity, equity and inclusive practices to service providers, organizations and companies. Trainers are trained in adult education learning and change models that are appropriate for diverse learners. Workshop delivery methods can include: individual, small and large group discussions, independent reflections, experiential and interactive activities, didactic delivery, and case studies.” 	<p>Workshops:</p> <ul style="list-style-type: none"> ● Diversity, Equity, Inclusion, Accessibility and Justice ● Intersectionality and Intersecting Identities ● Unpacking Systemic Oppression, Allyship, and Privilege 101 	C

20	<p>Ten Thousand Coffees - DEI Program</p>	<p>URL: https://www.tenthousandcoffees.com/solutions/dei-program?utm_term=diversity%20%26%20inclusion%20solutions&utm_campaign=DEI_SEM&utm_source=adwords&utm_medium=ppc&hsa_acc=3760794101&hsa_cam=14747295726&hsa_grp=127715768796&hsa_ad=601308739340&hsa_src=g&hsa_tgt=kwd-1313924771266&hsa_kw=diversity%20%26%20inclusion%20solutions&hsa_mt=p&hsa_net=adwords&hsa_ver=3&gclid=CjwKCAjw8JKbBhBYEiwAs3sxN9q7WOycCK8-fjtuxu4zfuQV7m0vWyNc81MxflIpMOEwpTFQOfKzSxoC5_wQAvD_BwE</p>	<ul style="list-style-type: none"> ● 12 month experience ● building networks to drive engagement & belonging ● gaining access to leadership for career opportunities ● developing skills & connections to build their careers 	<ul style="list-style-type: none"> ● easy-to-use software ● resource for employees ● participants will: connect with diverse peers to foster a sense of belonging; build a network of 12+ connections that drive productivity & promotion; have greater confidence in reaching out to senior leaders for help; identify new colleagues to collaborate with; gain visibility to senior leadership; understand & help inform the company's diversity, equity & inclusion strategy; develop skills needed to build their careers; find a trusted source within the organization 	B
21	<p>#ImmigrantsWork Campaign</p> <p>Toronto Region Immigrant Employment Council</p>	<p>website: #ImmigrantsWork Campaign: Key Themes from the Launch - TRIEC</p> <p>phone number: +1 416-944-1946</p>	<ul style="list-style-type: none"> - campaign that aims to raise awareness of the meaningful contributions immigrants have made to the Canadian economy and their continued impact on Canada's recovery from the COVID 19 pandemic - Launch of the campaign convened influential voices on the critical role 	<ul style="list-style-type: none"> - opportunity to reimagine hiring practices, foster immigrant inclusion in intentional ways, coalition to invite employees and organizations that support employers in workplace with practices, tools, resources that support 	B

		email: triecinfo@triec.ca	immigrants will play, now, and as the economy rebounds. - immigrants are essential and needed for rebuilding and recovering the canadian economy due to pandemic and recession from 2008. Immigrants assist with overall economic growth in canada	canadian businesses to include immigrants - through sharing best practices, success stories, quotes, and promoting campaign - Campaign through Twitter Chat, and on social media , trending hashtags	
22	Respect Group Inc. URL: https://www.respectgroupinc.com/	Calgary, Alberta Contact: Email: info@respectgroupinc.com Phone: 1-866-956-9791	<ul style="list-style-type: none"> ● “Empowering people to recognize and prevent bullying, abuse, harassment and discrimination (BAHD) through interactive, online training courses.”¹ 	Programs: <ul style="list-style-type: none"> ● Respect in the Workplace ● Respect in Sport ● Keeping Girls in Sport ● Respect in School ● Safe Places 	C
23	We all win, diversity on council	URL: https://www.amo.on.ca/we-all-win	<p>We all win when there are more diverse voices at council.</p> <p>When we have a diversity of genders and identities, ethnicities, sexual orientations, ages, races and abilities at municipal council, we can create more inclusive and sustainable communities.</p> <p>AMO has created this resource to share more about municipal government as well as support available for those interested in running for municipal office.</p>	<ul style="list-style-type: none"> ● Events ● Advertising 	C
24	See Different - Canadian Centre for Diversity and Inclusion	URL: https://ccdi.ca/campaigns/		<ul style="list-style-type: none"> - a national education initiative aimed at empowering Canadians to embrace diversity. - support students, teachers and administrators in their efforts to build 	C

				<p>inclusive school communities.</p> <ul style="list-style-type: none"> - Since 2014, engaged hundreds of students across Ontario to creatively tackle issues of bullying, intolerance, and exclusion in their communities – both online and off. - provides the means for students to effect real change in tangible ways. 	
25	Don't let a barrier be a bully - Canadian Centre for Diversity and Inclusion	<p>URL: https://ccdi.ca/campaigns/</p>	<p>A series of three videos was produced:</p> <ul style="list-style-type: none"> • Don't let a barrier be a bully - stairs • Don't let a barrier be a bully - curb • Don't let a barrier be a bully - doors 	<p>The Canadian Centre for Diversity and Inclusion has the mandate to create a culture that strives for equity and embraces, respects, accepts and values differences. A lack of action and awareness about what it means to live with a disability has negative impacts on people's quality of life and work opportunities. This initiative focused primarily on raising awareness about how physical barriers can limit how people interact with business.</p>	B
26	DEI Training- Diversity, Equity and Inclusion (DEI) Training	<p>URL: https://canadianequality.ca/services/training/</p>	<p>“In-person, live online or online on-demand, we offer a multitude of DEI training customized to your work. Our training is evidence-based and informed by best practices and designed to be impactful and sustainable.”</p>	<ul style="list-style-type: none"> • courses • webinars • workshops 	B
27	We All Belong In Durham Campaign	<p>URL: https://www.durham.ca/en/regional-government/we-all-belong-in-durham.aspx?utm_source=Website&utm_medium=NewsRelease</p>	<p>The Durham is Our Home campaign is an initiative led by the Region of Durham and the Durham Local Immigration Partnership, Refugees and Citizenship Canada. Calling on all residents and community members to join in celebrating</p>	<ul style="list-style-type: none"> • Events • Advertising 	

		<p>&utm_campaign=OurHome</p> <p>Contact: diversity@durham.ca</p>	<p>and welcoming everyone who calls Durham home as we all have a role to play in creating welcoming and inclusive communities.</p>		
28	<p>“Toronto vs. Everybody” and “Toronto is for Everybody” Inclusion Campaign by the Livelihood Project</p>	<p>URL: for campaign video where livelihood partnered with zeros trillion: https://youtu.be/fA_kzZVQX0is</p> <p>A non-profit makes ‘Toronto vs. Everybody’ more inclusive » strategy (strategyonline.ca)</p> <p>Contact info: instagram: @livelihoodcan (Livelihood Project & Café (@livelihoodcan) • Instagram photos and videos)</p>	<ul style="list-style-type: none"> - focus on assisting refugees and immigrants - created by toronto's peace collective and livelihood cafe - launched new inclusive platform (livelihood project, nfp) partnered with zerotrillion - funds raised from t-shirt were proceeds donated towards services and programming newcomers at the cafe - video campaign was a success - due to newcomers and increase of immigrants coming to canada over past few years 	<ul style="list-style-type: none"> ● video campaign ● merchandise (t-shirts) promotion - popushop ● events ● advertising ● media coverage in newspapers and websites in toronto 	A+
29	<p>Peel Newcomer Strategy Group</p>	<p>reached out to them waiting on response</p> <p>contact info: email: Home Peel Newcomer Strategy Group</p> <p>phone: (905)-276-0008</p>			

Criteria to Select Campaigns

- Commit to inclusion and diversity
- Focus on community engagement and are *action-oriented*
 - Participation
 - Involvement
- Campaign Success rates
 - Effectiveness of campaign results
- Multiple thoughts/approaches to reach the end goal

CityLAB Hamilton and Hamilton Immigration Partnership Council:
 Inclusion Campaigns That Work

Appendix 3: Interviews

Draft Interview Questions to be used with Campaign Staff/Planners

- Intro: What was your goal of the campaign?
 - What motivated you to create this campaign?
 - How did you measure success and/or project effectiveness?
 - What were some things that made your project successful?
 - Elements of the campaign? (i.e., awareness phase, action phase?)
 - What was your budget for the campaign? How did this affect the final project?
 - What is a challenge you faced upon campaign implementation and completion?
Diversity and Inclusion goal challenges?
 - What would you say were the main strengths and weaknesses in the campaign?
 - What advice would you have for someone working on a similar campaign?
- **video/audio recording & transcript (Otter AI: <https://otter.ai/>)

Interview Notes

I. Explore Possible Initiative - Interview Notes
(Interview by Rachael H.)
(Notes taken by Bailey F. and Rachael H.)

Intro

Q: Could you first give me a brief overview of what the Explore Possible initiative is and what the main goals of this initiative are?

A:

- Thought leadership program
- “society for manitobans with disabilities”
- Lived experiences of people with disabilities to canadian audience
 - To amplify the voices & pay them for sharing those stories

Q: This initiative ran from April 2021 to March 2022 correct?

A: Something along these lines... articles may have been published at different times

Q: I also saw on the website that this initiative relaunched in the summer of 2022, but I haven't seen any new posts since April? (was it cancelled?)

- Relaunch?

A: Did not happen

- Based on post-covid return to events
- Initial run was written articles
- Wanted people to participate in different medians (picture, videos, artwork) - different ways for them to tell their stories
 - Still a work in progress (possibly next year?)

- Non-profit (resources are at a premium) - currently don't have the resources

Q: What motivated you to create this initiative?

A:

- Amplify the voices of those who face barriers to full participation (to give them a microphone to share their stories)
- Didn't want to ask them to do that work for free so offered an honorarium (blog-style article) – goals would be to pay people for their labour
- Informing people, educating – can be a lot of work (appropriate language – can be a large mental load)

Measure of success

Q: How successful would you say the explore possible initiative was overall?

A:

- Got more submissions than they used
- Had 12 total but had more than that (could have ran with more but some fell through)
- A success for a pilot project
- Got the 12 articles they wanted – 12 unique perspectives/articles

Q: How did you measure success and/or project effectiveness? What would you say were the main things that made your project successful?

- Measurements of success?

A:

- Ran a social media campaign alongside the articles
- Traditional advertising of the articles (i.e., newspaper)
- Goal was to share & get eyes on the articles – no stats but would say it was successful; they were happy with the return for social media campaigns – got engagement/involvement they wouldn't usually get (ex. People reaching out and telling their stories)
 - Seeing that community building
- Process of how they would attempt to find people who would submit an article
 - Walking them through the submission to publication process
- Giving support to their writers (help them put out the best article that they could)

Q: Under the FAQ page for the Explore Possible Initiative (on the Manitoba Possible website), it says that “Successful submissions will be posted on the Explore Possible blog” How did you measure whether a submission was successful or not? How was a submission successful?

A:

- Received a submission

- Meeting with the person to explain it in more detail
 - Find out if it would be a successful relationship?
 - Would they agree to sign a contract?
 - Would they agree to a timeline?
- Submission form asked for a general blurb about what the article would be about (like a thesis statement)

Lessons Learned:

Q: What was your budget for the initiative? How did this affect the final project?

A:

- Honorariums (~\$150 per article)
 - Going forward wanted to address the budget to open it up to reach further
- Videos
 - Limited budget but wanted to pay the authors accordingly

Q: What would you say were the main strengths and weaknesses in the initiative?

A:

- Weaknesses
 - Time, resources & money
 - Could always use more
- Strengths
 - Already had an audience (through Manitoba Possible) of people who wanted to share/read stories; they tailored this initiative to that audience
 - Used previous feedback from other projects and programs - used that feedback to make this project the best that they could

Q: What is a challenge you faced upon implementation and completion of the initiative?

A:

- A couple people didn't end up being a good fit for the program (because of their circumstances at the time)
- Getting halfway through the process and then not being able to go the distance with those people
- Then having to go find another submission

Q: Anything to do differently?

A:

- Trying to find more people – more submissions
- Publish as many stories as they can

Q: What advice would you have for someone working on a similar campaign?

A:

- Involve more people that have more diverse backgrounds so they have a seat at the table
- Brining more diverse perspectives into the editing team (would help the final outcome)

II. Carion Fenn Foundation - Black Experience Townhall - Interview

(Interview and notes by Bailey Fenn & Rachael Hogeveen on November 23rd, 2022)

requested no audio/visual recording

<https://carionfenn.org>

Email: smcm@carionfenn.org

Phone: 289-923-8170

Q: What was the goal of the Black Experience Townhall?

A:

- Personal to Carion → her experience of systemic racism prompted her inspiration of this
- Build relationship and remove barriers that exist in modern day
- Bringing the community together
- Having an environment where people aren't treated differently because they look different
- Hold people accountable; accountability structure

Q: What motivated you to create this campaign?

A:

- Work together as a community to bring about change
- Need for disability accommodation; Carion experienced racism; she was suffocated to the point of developing lung and heart issues; rights were violated; no one stood up for her
- Started off with Carion's situation/story & another personal story similar to Carion
- Emotional and physical impact of racism
- Minority women are experiencing a lot of racism
- "Her attitude got worse" after her attack → not seen as protecting herself but acting out & becoming violent herself
- Important to speak of these issues

Q: How did you measure success and/or project effectiveness? What were some things that made your project successful?

A:

- Measure of success
 - Short period of time for planning event
 - Maxed out within 48 hours - concrete indicator
 - Entire community was engaging in conversation and wanting to know more; giving feedback
 - Deputy chief was present and engaging with people

Q: Elements of the campaign (i.e., awareness phase, action phase?)

A:

- Developed in a short amount of time
- Peter thorning; other police officers & other authority level community members
- Signal of hope that we can work together to build relationships
- Support of the municipality of Clarington; public library (strong partnership)
- Spread awareness through social media accounts; municipality through their channels
- Joint community effort
- Goal to expand on a broader scale - being able to reach more individuals in other areas; bring awareness where individuals feel comfortable
- Psychotherapist on hand for those who have questions; feedback from psychotherapist
- Healing component when people experience racism; physical harm when experiencing racism
- Community members were on board from the start

Q: What was your budget for the campaign? How did this affect the final project?

A:

- Didn't have a budget - pulled resources together from the different partnerships developed within the municipality
- They just wanted to get it out because of how important it was to them
- Had a bit of stability in what they were doing already
- Working with the resources that they had; already had the funding to reach people (i.e., social media accounts)
- Sponsorships and fundraising allows them to do what they do

Q: What is a challenge you faced upon campaign implementation and completion? Diversity and Inclusion goal challenges?

A:

- Wouldn't say she had "challenges"
- Wanting to reach more people so that they are aware
- Time constraint
- Second one was last minute
- Some people not paying attention online - so they were not aware of what was going on in the community
- Responsibility of the public to find out what's happening outside

Q: What would you say were the main strengths and weaknesses in the campaign?

A:

- Strengths:

- Seeing how engaged both the speakers were
- How open the deputy chief was and trying to understand what was happening
- How involved the other speakers were - everyone on board was inspired and dedicated to providing this experience to the community
- How willing the municipality and library were (and supportive)
- Working together to strengthen the community
- Listening and being empathetic
- Weaknesses:
 - Far way to go regarding the community
 - Still have black community members being suppressed and harmed
 - Large corporations not taking the time to see how these barriers impact the community
- Overall, a great moment and opportunity
- Mayor foster ended up staying the whole time
- Hearing the stories that community members were sharing

Q: What advice would you have for someone working on a similar campaign?

A:

- Have a broad representation of the community be present in the conversation
- Narrative of working together
- Can't approach this in a negative way; otherwise no one will listen
- Step of caution in regards to how you put it out there
- Have to have the community at the table and listening to all sides
- How do we do our parts?
- Look at it from a community perspective; how can we work together as one community moving forward
- Police services expressed some of the stuff they're doing
- Letting the community know what's going on
- Want the different entities to account for what they're doing
- Want to be present and sharing with the community
- Want to see results and share that
- People are being held accountable publicly

Appendix 4: Infographic



