



**AGENDA**  
**REGULAR COUNCIL MEETING**  
**March 12, 2024 @ 5:00 p.m.**  
**IN THE TOWN OF VALLEYVIEW**  
**COUNCIL CHAMBERS**

*A small town with big economic opportunities, Valleyview is on the way up!*

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**1. CALL TO ORDER**

**2. ACCEPTANCE OF AGENDA (adds & deletes)**

**3. ADOPTION OF MINUTES**

- 3.1 Minutes 24-03 from the Regular Meeting of Council held on Monday, February 26, 2024.
- 3.2 Business Arising from Minutes.

**4. PUBLIC HEARINGS**

There is no Public Hearing.

**5. PRESENTATIONS & DELEGATIONS**

There are no Presentation or Delegations

**6. TOWN OPERATIONAL REPORTS**

- 6.1 Utilities Report submitted by Carol McCallum;
- 6.2 Public Works Report submitted by Dave Descheneaux;
- 6.3 Community Services Report submitted by Tracey Stewart for Pat Brothers;
- 6.4 Bank Reconciliation for month ending February 29, 2024.

**7. COMMITTEE REPORTS (Boards, Commissions & Committee Minutes)**

- 7.1 Heart River Housing Meeting minutes from January 18, 2024.

**8. OLD BUSINESS**

- 8.1 Electronic vote for March 11th council meeting to be moved to March 12<sup>th</sup>

**9. NEW BUSINESS**

9.1 RFD – To have Council approve a temporary leave of absence from the Green View FCSS Board.

9.2 (a) The Coalition of Inclusive Municipalities: Small and Rural Municipalities

9.2 (b) The Coalition of Inclusive Municipalities: A Guide for New and Established Members.

9.3 RFD – To seek Council's approval for accepting Malcolm Knowles as a new member of the Valleyview Recreation Board.

**10. BYLAWS**

There are no Bylaws.

**11. CORRESPONDENCE**

There is no Correspondence.

**12. CLOSED SESSION**

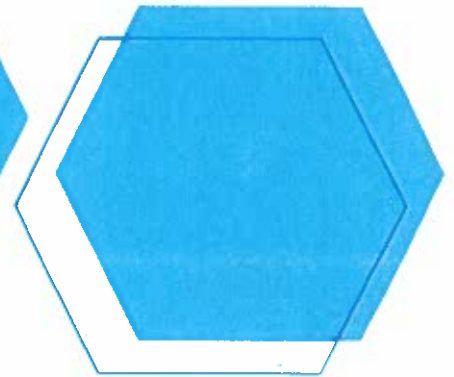
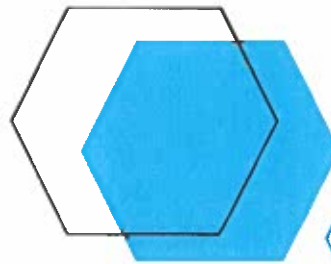
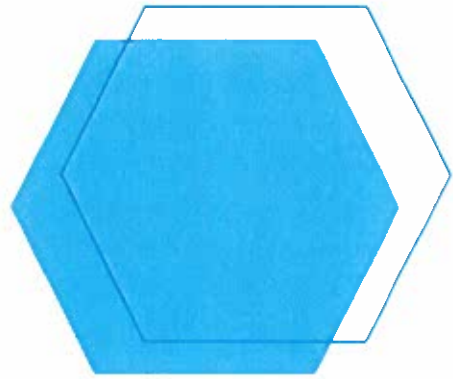
12.1 Closed Session, FOIP sections(s) 17 (1), 21 (1a, I, ii), 23 (1b)

**13. ADJOURNMENT**



# MINUTES

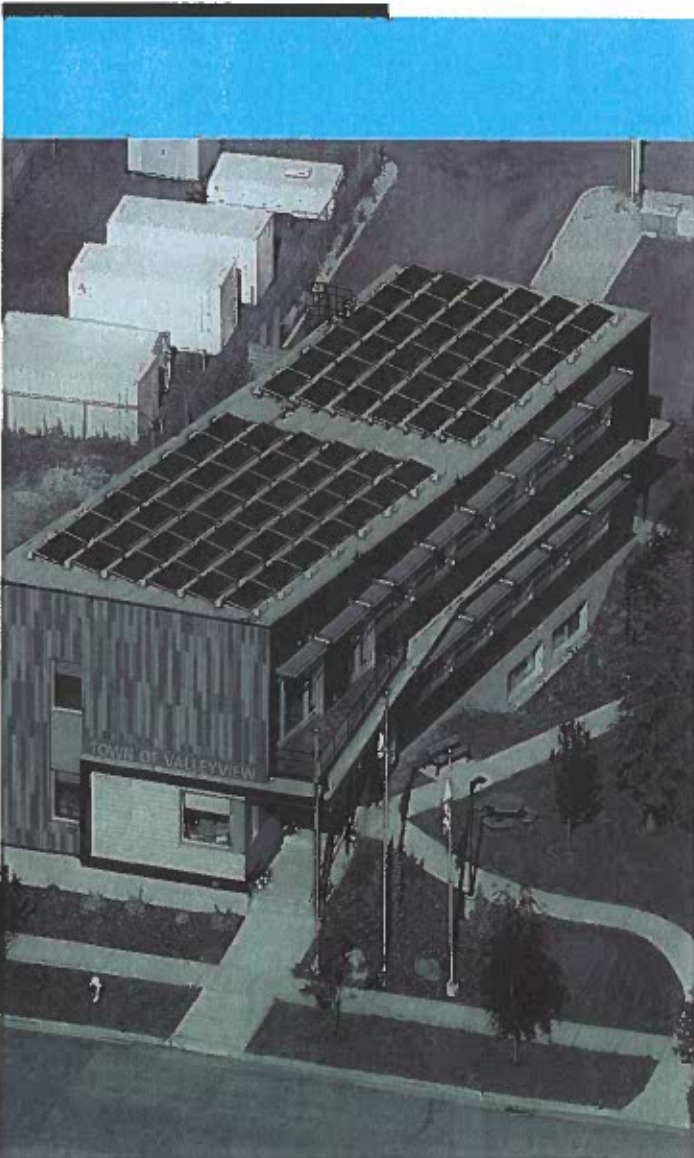
MINUTES



## REGULAR COUNCIL MEETING

COUNCIL CHAMBERS

TOWN ADMINISTRATION OFFICE





**TOWN OF VALLEYVIEW  
REGULAR COUNCIL MEETING MINUTES  
MINUTES 24-03  
Monday, February 26, 2024  
AT 5:00PM IN THE TOWN OF VALLEYVIEW  
COUNCIL CHAMBERS**

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**PRESENT**

Mayor:

Councillors:

Vern Lymburner  
Glenn Burke  
Ken Wittig  
Samantha Steinke  
Tanya Boman via teams  
Danny McCallum

**REGRETS**

Director of Community Services

Councillor

Pat Brothers – informed Council beforehand  
unable to attend due to prior obligations.  
Delwin Slemp – informed Council beforehand  
unable to attend due to prior obligations.

**ADMINISTRATION**

Chief Administrative Officer  
Director of Corporate Services  
Director of Public Works & Infrastructure:  
Manager of Community Services:  
Director of Utilities & Asset Management:  
Administrative Officer:

Ben Berlinguette  
Kathy McCallum  
Dave Descheneaux  
Tracy Stewart  
Carol McCallum  
Karen Staples

**OTHERS PRESENT**

Tyler Olsen – Md Greenview Reeve  
Robin Gillis – RCMP  
BJ & Joni Rohloff – Concerned Citizens  
Travis Werklund – Inclusive Municipalities  
TJ Kennedy – Citizen  
Christopher Olsen – Observer  
Drew Melvin – Observer

**1. CALL TO ORDER**

Call to Order

Mayor Lymburner called the Regular Council Meeting to order  
at 5:00p.m.

**2. ACCEPTANCE OF AGENDA (adds & deletes)**

Councillor Wittig moved that Town Council adopt the  
February 26, 2024 Regular Council Meeting Agenda as amended  
with addition:

11.6 Valleyview Petroleum Association

Agenda Acceptance  
Resolution #24-03-046

CARRIED UNANIMOUSLY

### **3. ADOPTION OF MINUTES**

3.1 Regular Council Meeting Minutes 24-02 dated Monday  
February 12, 2024.

Councillor Burke moved that Town Council approve the Regular  
Town Council Meeting Minutes 24-02 as presented.

RCM Minutes  
Resolution #24-03-047

CARRIED UNANIMOUSLY

3.2 Business arising from Minutes.

### **4. PUBLIC HEARINGS**

There is no Public Hearing.

### **5. PRESENTATIONS & DELEGATIONS**

5.1 Presentation from BJ Rohloff, Owner of UFA at 5:05pm.

Councillor Steinke moved to accept Mr. Rohloff's presentation as  
information and look into other avenues to lighten the theft and  
break ins. Administration will reach out to other municipalities.

Presentations & Delegations  
Resolution #24-03-048

CARRIED UNANIMOUSLY

### **6. TOWN OPERATIONAL REPORTS**

There are no Town Operational Reports

### **7. COMMITTEE REPORTS (Boards, Commissions & Committee Minutes)**

Valleyview & District Recreation Board Meeting Minutes from  
February 13, 2024.

Councillor McCallum moved to accept the Committee Reports as  
information.

Committee Reports  
Resolution #24-03-049

CARRIED UNANIMOUSLY

There is one opening for the Recreation Board with the closing date  
for applicants being February 28, 2024.

## 8.OLD BUSINESS

8.1 (a) The Coalition of Inclusive Municipalities: Small and Rural Municipalities

8.1(b) The Coalition of Inclusive Municipalities: A Guide for New and Established Members.

Councillor McCallum moved to table 8.1(a) & (b) and have administration find more information from other communities on pros, cons, committees etc.

Old Business  
Resolution #24-03-050

CARRIED UNANIMOUSLY

## 9.NEW BUSINESS

9.1 Extension of Clause P.1. in Development Agreement between The Town of Valleyview (the "Town") and Minhas Group (the "Developer") signed in 2014.

Councillor McCallum motioned that Council not extend **clause P.1** in the Development Agreement between the Town and the Minhas Group, which pertains to tax exemptions on certain serviced lots owned by the developer. Specifically, the tax exemption will not be renewed for the following six lots:

1. Tax Roll 11710, 3801 52nd St
2. Tax Roll 11730, 3805 52nd St
3. Tax Roll 11740, 3807 52nd St
4. Tax Roll 11750, 3809 52nd St
5. Tax Roll 11760, 3811 52nd St
6. Tax Roll 11770, 3813 52nd St

New Business  
Resolution #24-03-051

Administration is to investigate the remaining property at NE 9– 70-22W5 with review.

CARRIED UNANIMOUSLY

9.2 RFD – To seek Council's approval for ADM 24-02 Asset Proposal Policy.

Councillor Steinke moved that Council gives first reading of ADM 24-02 Asset Disposal Policy.

New Business  
Resolution #24-03-052

CARRIED UNANIMOUSLY

9.3 Review applications for Library Trustee and send them to the Library Board for recommendations. Applicants are: Sarah Turcotte, Karen Ratzlaff, Steve Vetsch, Luella Vetsch, Tracie Craig, T.J. Kennedy, Katerina Kennedy, Anne Nichol, Travis Werklund, Deborah Stewart, Christine Ikonikov and Debra Wedel.

Read into Record:

Applications received after the Agenda cutoff: Annette McCullough, Kristine Gavin, Christina Fobes, Keanna Joachim, Amanda Roy, Drew Melvin, Sharon Dorscheid, Louis Joseph, Nathan Steinke, Adam Norris & Tina Caron.

Mayor Lymburner informed that Drew Melvin is disqualified due to the MOU stating that a person cannot be an employee of the Town or MD and he works for the MD of Greenview.

### **Closed Session**

Closed Session, FOIP section(s) 17 (1), 21 (1a, I, ii), 23 (1b)

Councillor Steinke moved that Town Council move into Closed Session at 6:05pm for to review Library Board applications with CAO Berlinguette to stay.

Into Closed Session  
Resolution #24-03-053

CARRIED UNANIMOUSLY

Attendance:  
Mayor Lymburner  
CAO Berlinguette  
Councillor Steinke  
Councillor Burke  
Councillor Wittig  
Councillor McCallum  
Councillor Boman – via Teams

Councillor Wittig moved for Council to come out of closed session at 6:43pm.

Out of Closed Session  
Resolution #24-03-054

CARRIED UNANIMOUSLY

Councillor McCallum moved to appoint Debra Wedel, Tina Caron, Tracey Craig, and Annette McCullough as per the Library Act Clause 5.1 & 5.2. for the next term up to October 2025.

New Business  
Resolution #24-03-055

CARRIED UNANIMOUSLY

Councillor Steinke moved to have Administration reach out to MD of Greenview to appoint a councillor to sit on the board as per agreement.

New Business  
Resolution #24-03-056

CARRIED UNANIMOUSLY

9.4 RFD – For Council to provide directions on the options for providing a professionally inspected sound-light apparatus.

Councillor McCallum moved that Council rescinds resolution 23-18-239 and directs administration that the current systems in place at the Polar palace Arena currently work for most of the facility users.

CARRIED 6 FOR, 1 OPPOSED

## 10. BYLAW

10.1 RFD – To seek Council's approval for three readings of 2024-04 Business License Bylaw.

Bylaw  
Resolution #24-03-057

Councillor Burke moves to give first reading of 2024-04 Business License Bylaw.

CARRIED UNANIMOUSLY

Bylaw  
Resolution #24-03-058

Councillor Steinke moves that Council gives second reading of 2024-04 Business License Bylaw

CARRIED UNANIMOUSLY

Bylaw  
Resolution #24-03-059

Councillor Wittig moved to introduce 2024-04 Business License Bylaw for a third reading.

CARRIED UNANIMOUSLY

Bylaw  
Resolution #24-03-060

Councillor McCallum moved that Council gives third and final reading of 2024-04 Business License Bylaw.

CARRIED UNANIMOUSLY

10.2 RFD – To seek Council's approval for third reading of 2024-05 Council Code of Conduct Bylaw.

Bylaw  
Resolution #24-03-061

Councillor Boman moved to introduce 2024-05 Council Code of Conduct Bylaw for a third reading.

CARRIED UNANIMOUSLY

10.3 RFD – To seek Council's approval for all three readings and approval of 2024-06 Waste Management Bylaw.

Bylaw  
Resolution #24-03-062

Councillor Wittig moves to give first reading of 2024-06 Waste Management Bylaw.

CARRIED UNANIMOUSLY

Bylaw  
Resolution #24-03-063

Councillor Burke moves that Council gives second reading of 2024-06 Waste Management Bylaw

CARRIED UNANIMOUSLY



Bylaw  
Resolution #24-03-064

Councillor McCallum moved to introduce 2024-06 Waste Management Bylaw for a third reading.

CARRIED UNANIMOUSLY

Bylaw  
Resolution #24-03-065

Councillor Steinke moved that Council gives third and final reading of 2024-06 Waste Management Bylaw.

CARRIED UNANIMOUSLY

## 11. CORRESPONDENCE

Correspondence  
Resolution #24-03-066

11.1 Letter from Rowan Napier regarding the Valleyview Municipal Library Budget.

Councillor McCallum moved for Council to accept the correspondence item as information and for Administration to

CARRIED UNANIMOUSLY

Correspondence  
Resolution #24-03-067

11.2 Letter from Darcy Napier regarding the Valleyview Municipal Library Budget.

Councillor McCallum moved for Council to accept the correspondence items as information and for Administration to

CARRIED UNANIMOUSLY

Correspondence  
Resolution #24-03-068

11.3 Email from T.J. Kennedy expressing his concerns regarding certain topics discussed during the February 12, 2024 Council Meeting.

Councillor Boman moved to accept the Correspondence item as information.

CARRIED UNANIMOUSLY

Correspondence  
Resolution #24-03-069

11.4 Email from Sandy Boates, concerning glyphosate and other toxic chemicals.

Councillor McCallum motioned to accept the letters as information.

CARRIED UNANIMOUSLY

Correspondence  
Resolution #24-03-070

11.5 Letter form Adam Norris regarding the Valleyview Municipal Library Trustee Appointment.

Councillor McCallum moved to make a friendly amendment to the MOU based on the Library Act and the lawyer recommendation. If a friendly amendment is not accepted, Administration to end the MOU and then corrective it.

CARRIED UNANIMOUSLY

11.6 Petroleum Association seeking a door prize for the Annual Oilmen's Curling Bonspiel on March 9, 10, 11.

Councillor McCallum moved to provide a door prize for the annual Oilmen's Curling Bonspiel, not to exceed \$250.00.

Correspondence  
Resolution #24-03-071

CARRIED 6 FOR, 1 ABSTAINED

### 13 ADJOURNMENT

Councillor Wittig declared the Monday, February 26, 2024 Regular Council Meeting adjourned at 7:11p.m.

Adjournment  
Resolution #24-03-072

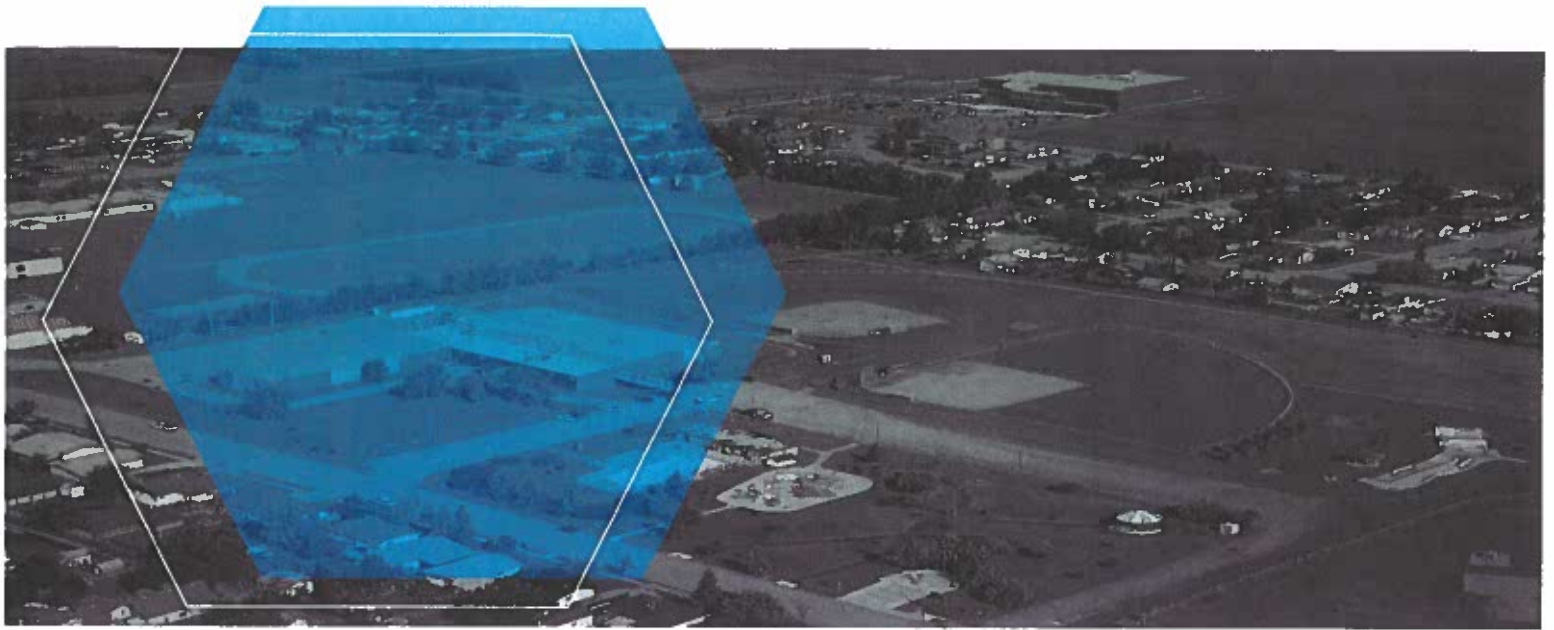
CARRIED UNANIMOUSLY

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Mayor, Vern Lymburner

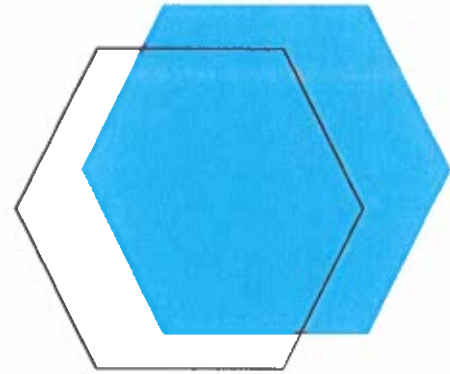
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CAO, Ben Berlinguette



# REPORTS

TOWN OPERATIONAL & COMMITTEE REPORTS



## REGULAR COUNCIL MEETING

COUNCIL CHAMBERS

TOWN ADMINISTRATION OFFICE



## Directors Operational Report

<b>Date:</b>	<b>March 12, 2024</b>
<b>From:</b>	<b>Carol McCallum, Director of Utilities &amp; Asset Management</b>
<b>Department:</b>	<b>Utilities &amp; Asset Management</b>

### Utilities Gas Department

#### Service Calls / Changes in Service:

- Meter changes and locates ongoing.

#### System Maintenance:

- Quotes for the 2024 Leak Detection of the system are being received.

#### Professional Development:

- Manager is attending the Gas Managers Spring Meetings in Calgary March 6 to 8.

### Utilities Water/Wastewater Department

#### Service Calls/Changes in Service:

- Meter changes and locates ongoing.

#### System Maintenance:

- Infrastructure Planning Workplan completed by Associated Engineering has been received and is being reviewed.
- Water Main Failure on 50<sup>th</sup> Street Feb 27<sup>th</sup>.

#### Raw Water:

- River pumping February 13<sup>th</sup> to February 16<sup>th</sup>.
- Raw Water Pump installment to commence mid month.
- Saddle Hills County toured the river intake on Feb 22.

#### Water Treatment Plant:

- Generator has arrived and placed at the lagoon, construction at site is ongoing.
- Generator Update meetings were held February 14<sup>th</sup> & 28<sup>th</sup>.
- Install for new Raw Water Pump commencing Mid month.

#### Regulatory:

- Two Drinking Water Operations Specialist with Alberta Environment and Protected Areas visited the waterplant, raw water ponds & river pump house on March 1.

#### Professional Development:

- Two operators are attending the Annual AWWOA Conference March 12<sup>th</sup>- 15<sup>th</sup>.



## Directors Operational Report

<b>Date:</b>	<b>March 12<sup>th</sup>, 2024</b>
<b>From:</b>	<b>Dave Descheneaux, Director of Public Works</b>
<b>Department:</b>	<b>Public Works</b>

### **Road and Sidewalk Maintenance:**

- Sidewalks are shoveled and salted when needed.
- The roads are sanded when needed.
- Most roads in town have been graded, and the piles on 50<sup>th</sup> Avenue have been trucked away.

### **Airport:**

- The airport is plowed and salted when needed.
- Every light that was broken on the runway has been fixed on February 23<sup>rd</sup>, 2024.

### **Waste Management:**

- The wood pile at the landfill was burned with the approval of forestry.

### **Underground Infrastructure:**

- A water main break on 50<sup>th</sup> Street and 51<sup>st</sup> Avenue was fixed on March 1<sup>st</sup>.
- Sewer flushing on every street and avenue south of 50<sup>th</sup> Avenue has been completed due to the warm weather.

### **Other:**

- Yield signs and playground signs were changed around town, mainly on 56<sup>th</sup> Avenue and 49<sup>th</sup> Avenue.



## Directors Operational Report

<b>Date:</b>	<b>March 12, 2024</b>
<b>From:</b>	<b>Archie Stewart, Facility Operations Manager for Pat Brothers, Director of Community Services</b>
<b>Department:</b>	<b>Community Services</b>

### Recreation:

- Winter programming continues with good participation.
- "A Taste of the World" started in February and is finishing up on March 15.
- Easter Eggstravaganza is happening on March 28. It is being held in conjunction with the Ag society and will feature a petting zoo and bake sale as well as our regular activities.

### Facilities:

- Winter season at the Arena is starting to wind down.
- Minor Hockey is gearing up for its playoff season with playoff tournaments happening March 9-11 and March 15-17. These will determine if anyone qualifies for Provincial play.
- The annual Valleyview Cup hockey tournament will be held on March 15-17.
- The Curling Club's busy season is also upon us. The Ladies Bonspiel was held from February 29-March 3, and the Oilmen's Bonspiel just wrapped up on March 10. There is also a potential Last Chance Bonspiel that would be held on March 22-24.
- Ice plant shutdown will occur as soon as possible after these events conclude.

### Streets, Parks & Cemetery:

- We have more tree guards being built and will install in the spring.
- We are searching for contractors to complete concrete work for various projects around town, hoping to secure someone prior to them getting busy., Rocksaw, out of Grande Prairie has come out and did measurements for us. We are still awaiting word on a quote.

### Community Peace Officer:

- We have had 55 complaints for the month of February; 18 of which were snow removal complaints, 10 causing a disturbance and 10 trespassing. There were 5 complaints involving the land use bylaw and 3 unsightly. The remaining 9 were for various other types of complaints. 14 tickets were issued: 13 provincial and 1 town ticket. Zero warnings were given out.

TOWN OF VALLEYVIEW  
BANK RECONCILIATION STATEMENT  
GENERAL ACCOUNT FOR THE MONTH ENDING February-29 2024

Net Balance at End of the Previous Month	\$ 3,997,414.57
Receipts for the Month	\$ 71,648.79
Direct Deposits	\$ 502,188.81
Void/Cancelled Cheques	
Interest on Account	\$ 15,093.38
Credit Memo	
GST Refund	\$ 131,261.16
Monthly Taxes	\$ 47,255.63
Misc Credit	\$ 675.30
<b>SUB-TOTAL</b>	<b>\$ 4,765,537.64</b>
<b>LESS:</b>	
Disbursements for the Month (A/P)	\$ 1,189,482.60
Disbursements for the Month (Payroll)	\$ 189,948.11
Lease payments	\$ 5,380.15
Lease payments	\$ 3,922.02
Federal Fuel Charge	\$ 135,699.99
Gas Alberta Invoice	\$ 98,141.90
Bill Payments on line (Visa, Bell & Telus Bills)	\$ 12,304.76
Bill Payments on line (Receiver General)	\$ 108,414.83
School Requisition pymt	
Debenture Payments	
Employee RRSP's	\$ 250.00
Chargebacks	
Debit Machine Service Charges	\$ 3,033.14
Debit Memo Xerox	
Debit Memo	
<b>NET BALANCE AT MONTH END</b>	<b>\$ 3,018,960.14</b>
Balance on Bank Statement	\$ 3,065,977.83
Deposits by Month End not Included on Statement	\$ 61,304.61
<b>LESS:</b>	
Outstanding Cheques	\$ 108,322.30
<b>NET BALANCE AT MONTH END</b>	<b>\$ 3,018,960.14</b>

This statement submitted to Council this 12th day of March 2024.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
SECRETARY-TREASURER

**BALANCE OF RESERVES/INVESTMENTS: 0**

GIC Investments (January 12, 2024 - 6 month) \$1,000,000.00

**HEART RIVER HOUSING  
MINUTES**

January 18, 2024

Heart River Housing Boardroom, 5401-48 Street High Prairie, AB

Time: 6:00 pm

**IN ATTENDANCE:**

Myrna Lancot, Raoul Johnson, Art Laurin, Ann Stewart, Ernest Johnson,  
Brian Panasiuk

**VIA ZOOM CONFERENCE/ TELEPHONE:** Sheila Gilmour, Donna Buchinski, Glenn Burke

**ABSENT:**

Jason Doris Dale Smith

**STAFF & C.A.O:**

Darla Driscoll and Lindsay Pratt

**1. CALL TO ORDER  
4249/2024**

MOVED BY: Chair Myrna Lancot to call the meeting to order at 6:02 pm  
CARRIED.

**2. AGENDA  
4250/2024**

MOVED BY: Raoul Johnson to adopt the agenda as presented.  
CARRIED.

**3. MINUTES**

**4251/2024**

3.1 Regular Board Meeting December 21st, 2023

MOVED BY: Ann Stewart to accept the Regular Board Meeting Minutes  
from December 21<sup>st</sup>, 2023.  
CARRIED.

**4. BUSINESS ARISING FROM MINUTES:**

**4252/2024**

4.1 Information from the province board governance session

MOVED BY: Ann Stewart that any council member could take any of  
these free courses and report back to the board.

CARRIED

**5. FINANCIALS**

5.1 Year-to-date Provincial

5.1.1 Provincial

5.1.2. HRH Owned

5.1.3. Lodge

**4253/2024**

MOVED BY: Art Lauren to accept 5.1 to 5.1.3 as information.  
CARRIED.

**4254/2024**

5.2 Lodge Budget 2024

MOVED BY: Brian Panasiuk to approve the 2024 updated lodge budget  
and 2024 municipality requisitions.

CARRIED

**6. ACCOUNTS  
PAYABLE  
4255/2024**

6.1 Cheque Listing December 2023 Cheque Listing 100,101 – 6609-6613  
EFT # 17081-17309 Totaling: \$880,454.06

MOVED BY: Raoul Johnson to ratify payment of attached.  
CARRIED.



## 7. MANGEMENT STATISTICS

- 7.1 Program Vacancy
  - 7.1.1 Family Housing Vacancy & Waitlist Report
  - 7.2 SSC Waitlist / Vacant Unit
  - 7.3 SSC Arrears
  - 7.4 Family & Affordable Housing Arrears
  - 7.5 Lease to Own Arrears
  - 7.6 Managers Reports
  - 7.7 Aged Receivables
  - 7.8 Tenant Move-in and Move-Out
- MOVED BY: Donna Buchinski to accept 7.1 to 7.8 Management

**4256/2024**  
Statistics

as information.  
CARRIED.

## 8. COMMITTEE REPORTS/ ACTION ITEMS

- 8.1 Villa Addition
- MOVED BY: Ernest Johnson to accept 8.1 as information.  
CARRIED

**4257/2024**

## 9. ACTION ITEMS

- 9.1 2024 Goals (Business Plan)

- 9.2 2023 Business Plan
- MOVED BY: Ann Stewart to accept 9.1 & 9.2 as information.  
CARRIED.

**4258/2024**


## 10. NEXT MEETING

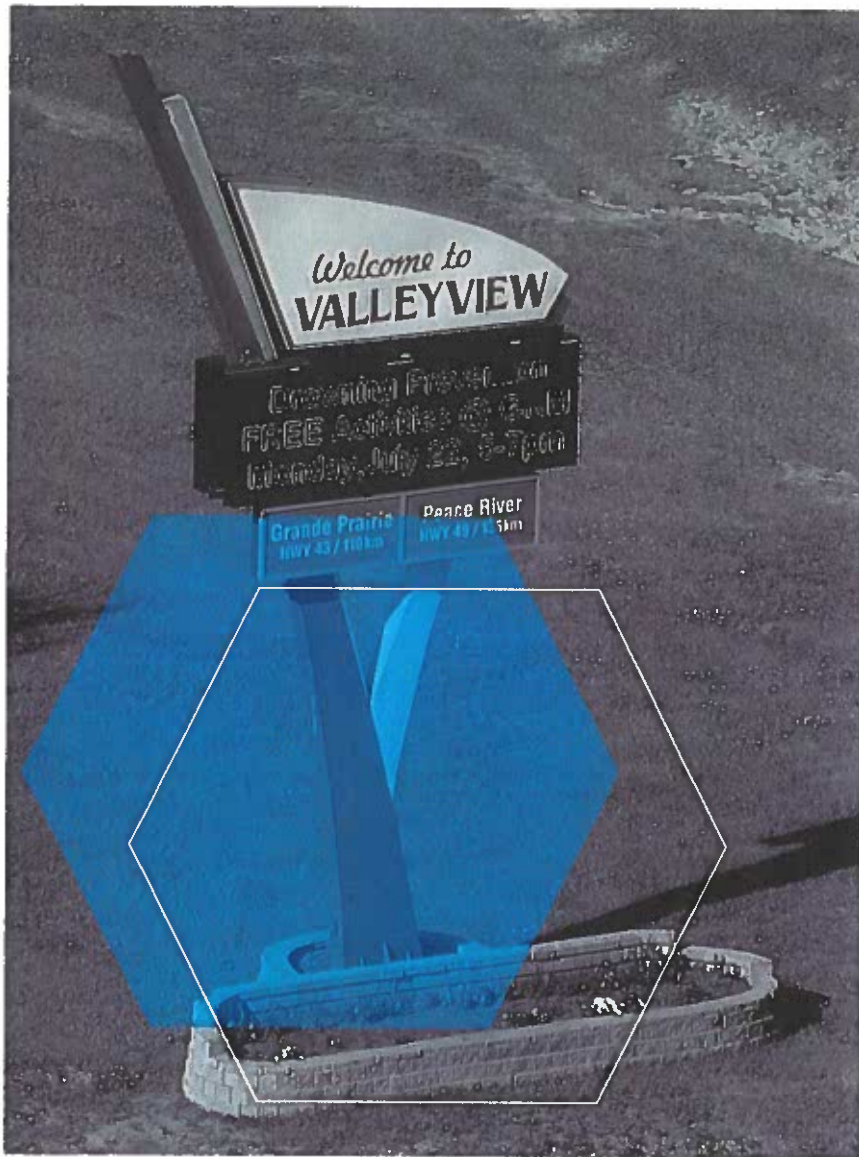
**Regular Board Meeting – February 15<sup>th</sup>, 2024**  
Supper @ 5:30 pm  
The meeting will be @ 6 pm in Heart River Housing Board Room  
or Via Zoom.

## 11. ADJOURNMENT **4259/2024**

MOVED BY: Myrna Lancot to adjourn the meeting @ 7:35 pm  
CARRIED.

  
Chair or Vice Chair Signature

  
C.A.O. Signature



# REGULAR COUNCIL MEETING

COUNCIL CHAMBERS

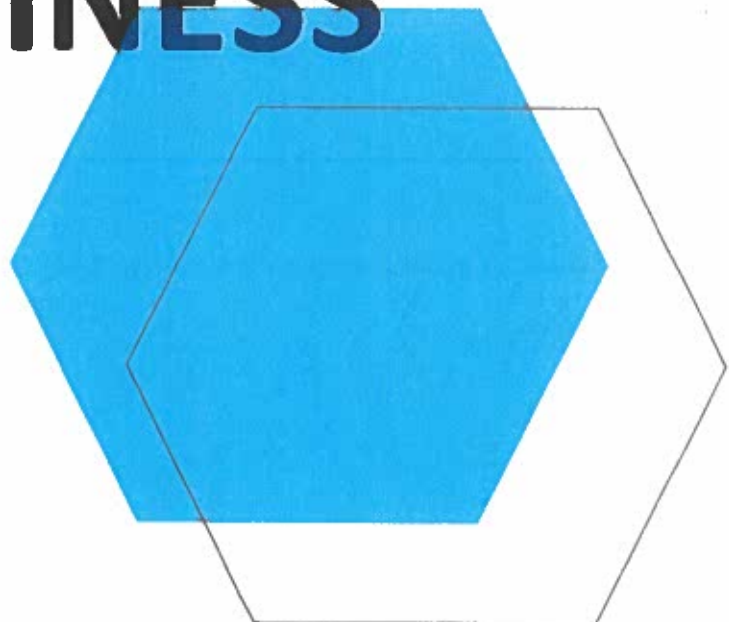
TOWN ADMINISTRATION OFFICE



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# NEW BUSINESS

NEW BUSINESS





## Town of Valleyview Request For Decision

<b>Date:</b>	<b>March 12, 2024</b>
<b>From:</b>	<b>Ben Berlinguette, Chief Administrative Officer</b>
<b>Subject:</b>	<b>Green View FCSS Board Member – Request for Temporary Leave of Absence</b>

### 1.0 PURPOSE

To have Council approve a temporary leave of absence from the Green View FCSS Board.

### 2.0 BACKGROUND AND DISCUSSION

Green View FCSS (Family & Community Support Services) is a partnership service shared between the Municipal District of Greenview No. 16 (Greenview) and the Town of Valleyview (Town), that provides preventative social services for local residents and surrounding communities. Green View FCSS has both employees and a Board of Directors and, being a smaller community such as our Town, sometimes roles conflict in order to supply coverage for those who may be absent due to health, family, or other personal needs.

Administration has been approached by a Green View FCSS Board member who would like to take a temporary leave of absence for up to six (6) months, as this individual has accepted a temporary job position with Green View FCSS as a Support Coordinator while the other employee is on medical leave. The Green View Board member who is requesting for this temporary leave of absence will be happy to return to their Green View FCSS Board position once the temporary job position with Green View FCSS ends.

### 3.0 ALTERNATIVES

- 3.1 Council approves a temporary leave of absence for up to six (6) months for Kristine Gavin member of the Green View FCSS Board and Council approves that this Board member may return to the Green View FCSS Board upon completion of their temporary job position with Green View FCSS.
- 3.2 Council does not approve the temporary leave of absence for Kristine Gavin member of the Green View FCSS Board and Council proposes an alternate resolution to Administration for this Green View FCSS Board member.
- 3.3 Council accepts this RFD "Green View FCSS Board Member – Request for Temporary Leave of Absence" as information only.

### 4.0 FINANCIAL IMPLICATIONS

None.

## **5.0 ATTACHMENTS**

Email from Kristine Gavin

## **6.0 RECOMMENDATIONS**

Council approves a temporary leave of absence for up to six (6) months for Kristine Gavin member of the Green View FCSS Board and Council approves that this Board member may return to the Green View FCSS Board upon completion of their temporary job position with Green View FCSS.

Submitted By:



Ben Berlinguette, Chief Administrative Officer

## Ben Berlinguette

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**From:** Kristine Gavin <kiwaddles@hotmail.com>  
**Sent:** Thursday, February 15, 2024 8:49 AM  
**To:** Ben Berlinguette  
**Subject:** FCSS Board

To Mr. Ben Berlinguette;

Please accept this email as my request for a 3 to 6 month leave of absence from the FCSS Board. I have accepted a temporary job position with Green View FCSS as a Support Coordinator, as another employee is on a medical leave.

I would be happy to return as a FCSS Board member once this position ends.

Thank you,

Kristine Gavin

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THE COALITION OF INCLUSIVE MUNICIPALITIES:

# Small and Rural Municipalities

Canadian Commission for UNESCO

**COALITION  
OF INCLUSIVE  
MUNICIPALITIES**

*fostering equity  
and diversity*



With the support of the  
International Coalition  
of Inclusive and  
Sustainable Cities – ICCAR

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# Table of Contents

Introduction.....3

Building sustainable communities .....4

Promoting equity and diversity .....6

Immigrant attraction and retention .....8

The benefits for small and rural municipalities .....9

Overcoming challenges for small and rural municipalities .....10

Building relationships with Indigenous communities.....16







# Introduction

Small and rural municipalities have been members of the Coalition of Inclusive Municipalities since its early days and have acquired a wealth of knowledge about how to address racism and discrimination. While every municipality has its own context, small and rural municipalities share unique assets and similar challenges.



Unfortunately, many resources and toolkits that support municipalities in their anti-discrimination work are designed with larger and urban communities in mind. This toolkit aims to fill this gap by providing information that is useful and relevant to smaller and rural centres. It offers possible strategies, promising practices, and reflections on how best to fight racism and foster inclusion and, in particular, offers advice and ideas for small and rural municipalities who are just starting out on this work.

As someone working with a small or rural municipality, you are dedicated to building a sustainable and vibrant community that is a good place to live. You want residents to have economic security and an appropriate cost of living; you want to maintain and protect local ecosystems; you want a strong cultural scene that supports creativity and innovation; and you want to meet social needs, like health, education, and safety.

You know there are definite benefits to living and working in a small or rural centre. These could, for example, include closer-knit communities, shorter commute times, slower pace of life, less pollution, more affordable housing, and closeness to nature. When working on projects within your municipal organization and community, it may be easier to move initiatives forward — because once people decide something needs to be done, there are fewer parties involved and less red tape to get through. Further, smaller communities usually have strong social networks and often a few individuals have their finger on the pulse of a number of different initiatives.

You also know that your small or rural municipality faces challenges. Young people might be leaving

and taking talent with them, there may gaps in services and infrastructure, and local employers may have difficulty finding the skills they need from the local population. There may be new people moving in, either newcomers from other regions or from outside Canada who aren't yet connected to the social fabric of the community. The small population might mean that there's not a lot of diversity, so community members aren't used to interacting across difference. Or it might mean that there aren't a lot of services to support people who experience exclusion and discrimination. Funding for municipal projects may be stretched, and your small staff team can only do so much.

Finally, this toolkit should be reviewed together with the Coalition of Inclusive Municipalities's [Guide for New and Established Members](#);

this resource offers valuable information for municipalities of all sizes.

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## Building sustainable communities

Addressing racism and fostering inclusion can help build sustainable small and rural municipalities. It can be useful to think about sustainability in terms of the sustainability frameworks used by many municipalities across Canada, which see sustainability as incorporating four main pillars: economic, environmental, social, and cultural. Although issues of racism and discrimination are often relegated to the social and cultural pillars, they have a significant impact on the economic and environmental pillars as well.

Here are some examples of how addressing discrimination can support municipal sustainability.



### ***Economic sustainability***

- Less discrimination and exclusion in the job market
- Ability to attract immigrant workers – and workers from other underrepresented groups – who can fill employment needs in your municipality
- Ability to retain these workers for many years once they arrive
- Diverse employees bring new skill sets, talents, and perspectives that can reinvigorate the practices of local companies and allow them to better serve diverse customers
- Increased migration to the community can expand the customer base for products and services
- Increased marketability of your community as a tourist destination for international visitors and newcomers



### ***Environmental sustainability***

- Better relationships with Indigenous communities who can share knowledge about how to take care of local ecosystems
- Ensuring that racialized people are not unfairly treated when decisions are made about land use and infrastructure projects (environmental racism)
- More sustainable transportation that is accessible to all residents



### ***Social sustainability***

- More trust, interdependence, and social cohesion among individuals and groups who are different from each other
- Increased safety and perception of safety in the community, including reduced crime
- Growth in education, employment, housing, and community programs and services
- Stronger relationships among business, government, education, community, and cultural organizations
- Greater collaborative capacity within your community to respond to new and emerging issues
- Increased participation of people who experience discrimination in public consultation processes, which can help leaders make decisions that benefit these residents



### ***Cultural sustainability***

- Increased willingness of people who are marginalized to share their stories
- Increased levels of community understanding and valuing of diversity and difference
- Greater variety of artistic expression
- More opportunities for diverse groups to meaningfully take part in community events, celebrations, and festivities

Addressing issues of racism and discrimination in your municipality means that residents who already live there will have an improved quality of life. It also means your municipality is more likely to keep people who don't feel they have opportunities or a sense of belonging and who might leave – such as young people, Indigenous people, and racialized people – and attract new people who have heard about your community's reputation for being equitable and inclusive. Reducing the barriers that people in your small or rural community face can go a long way to ensuring that everyone can experience the benefits of living there.

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## Promoting equity and diversity

Each section of this toolkit offers step-by-step guidance for structuring, planning, implementing, and measuring your Coalition-related work, and has been written with different sizes of municipalities in mind. Refer to the following sections for more information on each of these steps.

Although the general steps are the same in a municipality of any size, the details might look unique in a small or rural municipality. As you do this work, identify your assets and find ways to build on them. You may even want to do a formal review of municipal and community assets that considers some of the items set out in the sections below. More information about identifying community assets can be found in this section. Try to anticipate some of these challenges and put strategies in place to prevent them from happening or mitigate them if they arise.



### Diversity is more than race

Often when we talk about “diversity” in Canada we assume we’re talking about race or culture, but discrimination happens to a wide range of people based on qualities like gender, gender identity, age, religion, ability, and sexual orientation, among others. Often small and rural communities start their journey down the path of anti-discrimination initiatives because there has been a recent influx of newcomers or because the municipality wants to commit to reconciliation work with nearby Indigenous communities. However, doing this work well means we need to recognize all forms of discrimination. It also means we need to recognize that multiple forms of discrimination can happen to the same person (e.g. someone can be Indigenous and bisexual, or a young person with a disability), which is called intersectionality. See section about Developing a Plan of Action in the Coalition of Inclusive Municipalities’s [Guide for New and Established Members](#) for more information on diversity and intersectionality and how to take them into account.



## Plan your inclusion strategy based on your needs and objectives

- What are the current and future projected demographics of your community?
- What is your vision for your community? What would you like your community to look like in 10 years? In 50 years?
- What are your municipal priorities with regards to inclusion and equity? (Elderly people? Indigenous people? LGBTQ2+ people? Newcomers? People from racially diverse backgrounds? Youth? People with disabilities? Women?)
- What are your community's assets and how can you use these assets to meet your goals?
- What are the gaps? What new strategies need to be developed? What assets need to be cultivated?
- Who can you partner with to help you move your work forward?



## Immigrant attraction and retention

Many small and rural municipalities start their journey down the path of anti-discrimination work by attracting and retaining immigrants. This may be rooted in an economic development strategy designed to address population decreases and the need for new people to fill jobs in the community. However, once people arrive, it becomes clear that residents, businesses, and services in the community need to be welcoming, inclusive, and equitable.

**If this is where your municipality wants to start, here are a few questions to consider:**

- **How can you make the case for working to attract newcomers? How will an influx of newcomers benefit your community?**

- **Are you looking to attract economic immigrants? Refugees? Entrepreneurs? Temporary foreign workers? International students?**

- **Who will drive the attraction strategy? What about the retention strategy? Which partners can you work with?**

- **How will you ensure that newcomers are treated fairly and not exploited by employers, landlords, and other businesses? What happens if they are?**

- **What supports are available for newcomers once they get here? Think about formal supports like settlement services and informal social networks of compatriots and non-immigrants.**

- **How do you think the community as a whole will respond to newcomers? Are there ways to build relationships and cohesion between current residents and newcomers? Are there processes in place if incidents of racism or discrimination happen?**

## Attracting immigrants

Based on a [study of rural municipalities in Ontario](#), researchers from the University of Guelph created a model of promising practices for attracting and retaining immigrants in rural communities. Their research recommends that communities seeking to attract and retain immigrants do the following:

1. Work with what you have
2. Build and maintain relationships
3. Gain political will
4. Involve newcomers as key players
5. Ensure research-based decision making
6. Emphasize process and build capacity
7. Plan with a long-term horizon in mind

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Source: *Attracting and Retaining Newcomers in Rural Communities and Small Towns*. 2017. Wayne Caldwell, B. Labute, B. Khan and N. D'Souza Rea. Publisher: Municipal World, Union Ontario. Page 24

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## Retaining immigrants

Another research project from the Rural Ontario Institute focused on how to enhance newcomer engagement and build social capital to cultivate social inclusion.

The findings suggest newcomers and stakeholders will benefit by focusing on four essential areas:

1. Providing intentional community leadership from municipalities and municipal leaders
2. Reducing system barriers in employment, culture, transportation, housing, etc.
3. Building relationships between newcomers and other community members
4. Developing robust support systems like programs and services, faith communities, and networks

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Source: [Newcomer Engagement and Social Capital in Rural Communities](#)

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## The benefits for small and rural municipalities

### Close connections

One of the most important benefits of doing anti-discrimination work in a small or rural municipality is that people tend to know each other or have mutual connections. Municipal staff and elected officials are more likely to know about the work of non-government organizations or already have relationships with these organizations, which makes

it easier to find potential partners. This can also be helpful when you're looking for a champion – a prominent member of the municipality or the community who can connect people across departments or organizations and influence them to see the value of Coalition-related work.

There are fewer municipal staff and elected officials in a small municipality, so if you're looking for internal allies for anti-discrimination work, it's more likely that you already know who to approach for help and

support. As municipal staff, you might even have a closer relationship with senior administration or council. This can make it easier to have initial conversations communicating the value of inclusion and diversity work. Once you've signed onto the Coalition, this will help you to closely align your activities with the core priorities of the municipality, which better ensures success and sustainability of the work, and to identify roadblocks related to approvals from leadership.

### **Proximity to local issues**

In a small community, municipal staff and elected officials are also closer to the ground. You might have a better sense of the real issues related to racism and discrimination facing people in your community because you or your colleagues likely work directly with the public. In some small communities, there's less distance between residents and decision makers, which may mean that residents are more comfortable approaching leaders directly to voice their concerns or work together to find solutions. This also means that when municipal staff and elected officials want to hear from the community, they know who to ask for advice and feedback. Consultations and public forums to elicit feedback from communities can be easier to organize and to implement because many marginalized groups and the organizations that represent them are already known to municipal staff. Because people know each other, and because there are fewer organizations and initiatives in town, when something is going on, it is likely that everyone knows about it. Word spreads quickly about new initiatives, which can help to promote events and programs. People doing Coalition-related work in small municipalities also report that it's easier to see the results of your actions in a day-to-day way.

## **Overcoming challenges for small and rural municipalities**

The closer connections in small municipalities also mean there are certain challenges in doing Coalition-related work that large municipalities are less likely to face. This section discusses three common challenges faced by small and/or rural municipalities: limited resources, lack of support from council or staff, and resistance to racism- and discrimination-related work.

### **Limited resources**

One of the most common challenges in small municipalities is a lack of resources for work related to the Coalition – financial, human, and otherwise. Municipalities often have to meet competing demands with small budgets and few staff, and discrimination and inclusion are often seen as lower priority issues than “core municipal business” like economic development or infrastructure. A lack of resources can especially be a problem if there is no formal mandate from council for Coalition-related activities – which often means there is no budget. The work ends up being done “off the side of someone's desk” or, worse, it slows to a stop altogether. This can result in disappointed and frustrated community members who are expecting changes. Outside the municipal organization, the low number of community organizations in small and rural communities means that staff and volunteers are often overstretched and unable to take on new work without additional resources. Responding to racism and discrimination also requires a specific set of knowledge and skills, and municipal staff may need to build their expertise in this area.

### 1. Identify and build on existing assets

One way to address the challenge of limited resources is to utilize and build on the current assets within your community. When creating your Plan of Action, take stock of what's already happening in the municipality or the community that relates to racism and discrimination, and build on it instead of starting from scratch. This might mean that your Coalition work involves bringing an equity lens to existing municipal programs instead of creating a new initiative. It could also mean building a network of existing service providers who want to work together to reduce racism through their programs.

### 2. Focus on one or two priority areas

Small municipalities working in the Coalition have also found that when dealing with resource constraints, sometimes the best solution is to take it slow and steady. Limited funding can be an opportunity to choose one priority area (or one of the Common Commitments mentioned in the Coalition of Inclusive Municipalities's [Guide for New and Established Members](#)) to work on at a time, which allows you to plan for and implement that priority thoughtfully. For example, if a lot of refugees have recently arrived in your municipality, enhancing settlement services may be a priority. Or, if the number of racist incidents in

your community is high, you may want to work on a protocol to respond.

During the action planning process, be realistic about the goals you can achieve with your current resources. Be clear about who is responsible for implementing the plan, out of what department, and what human, financial, and other resources you'll use. Overshooting your capacity is a sure way to create a sense of disappointment and frustration from council, staff, and the community and will affect the success of future initiatives. You may also want to focus on activities that are low-cost or no-cost, instead of ones that require significant financial or human resources.

Limited resources can also be an opportunity to spend your time on the essential work of gradually building relationships and trust within the municipality and community for anti-discrimination work. Taking the time to build appreciation for why this work is important might be exactly what you need to convince council to provide funding.

### 3. Establish partnerships

By far, the most common way that small municipalities deal with a lack of resources is to partner with other organizations, including community groups, service providers, and businesses. Creating partnerships in a

## Using community asset mapping

A community asset can be a physical structure or place, community service, business, or person. Community asset mapping processes bring these various groups together for one or more sessions led by a facilitator. The process produces a set of maps and reports for planning and implementing initiatives.

- The [Community Tool Box](#) describes how to identify and map community assets
- The [Facilitator's Guide to Community Asset Mapping](#) outlines how to lead an asset mapping session
- The [Community Foundations of Canada](#) measures the vitality of communities across Canada



small community is often easier because there are fewer groups, and people already know each other. They may already trust one another or each other's organizations, which makes it easier to build buy-in for a new initiative. If those relationships don't already exist, they are easier to create and turn into formal or informal partnerships when the time is right.

Partnerships allow organizations to pool resources – financial, human, and knowledge – and enable them to achieve more than they would on their own. They can support genuine relationship-building between the municipality and people who experience discrimination, which can improve understanding and trust. They can also allow for capacity building and increased prominence of each organization that is part of the partnership. See “Creating a Structure” and “Developing your Plan of Action” from the Coalition’s [Guide for New and Established Members](#) for more information on the benefits of and advice for creating partnerships. Below are some types of partnerships:

**Interagency networks:** Representatives from various community organizations meet regularly to share information and identify areas for collaboration. For example, a local organization hosts a monthly meeting of all organizations in the community that work with youth.

**Communities of practice:** Individuals, whether from organizations or independently, meet regularly to exchange knowledge and get help from each other with emerging issues. One example is the Southern Alberta Inclusion Network.

**One-time collaborations:** Organizations pool resources or expertise to implement a short-

duration initiative (for example, to bring in a trainer for a series of workshops or conducting research on a specific social issue in the community).

**Ongoing collaborations:** Organizations work together to offer a new program or service in the community. Local Immigration Partnerships are an example of such collaborations.

**Agreements with Indigenous communities:**

Municipalities sign agreements with nearby First Nations to build relationships and collaborate on specific joint initiatives. For example, the City of Pitt Meadows and Katzie First Nation have signed water, sewer, and fire agreements and a Friendship Agreement. More information on signing accords and agreements with Indigenous communities can be found in [Reconciliation with Indigenous Peoples: A Holistic Approach](#) (Canadian Commission for UNESCO, 2019).

**Funding:** Municipalities provide funding to local organizations to take on community projects. For example, a municipality funds a local ethnocultural organization to create brochures on services for newcomers in several languages.

**Coordination:** Organizations align initiatives or schedule events at the same time to build momentum or awareness, for example, [Raising the Curtain](#), an annual celebration of diversity and inclusion in Medicine Hat, Saskatchewan.

**Mentorship:** Programs or individuals enter into a mentoring relationship where the mentor shares information and helps the mentee troubleshoot emerging issues. For example, a municipality mentors a new local disability justice organization to set up administrative infrastructure and apply for grants.

#### 4. Collaborate on funding proposals

A key strategy that many small municipalities have used to deal with resource challenges is to jointly apply for provincial, federal, or other sources of funding for a particular initiative that meets their Coalition commitments. This can be a one-time project or a more extensive initiative that requires multi-year funding. Alternatively, municipalities can support organizations to develop their own funding proposals, especially smaller organizations that do not have the resources or expertise to write grant proposals.

#### 5. Focus on actions that have low or no cost associated with them

There are many ways your municipality can do diversity and inclusion-related work at minimal or no cost. Celebrating special dates, raising a pride flag, and organizing community meetings or consultations are some examples of how this can be done. Your municipality can also build on the experiences of other municipalities (examples are scattered throughout this toolkit) to identify possible avenues for actions that do not entail major costs.

#### Lack of support from council or staff

Strong support from council and senior administration is essential to the success of municipality-wide action on racism and discrimination, and not just for small municipalities. There may be interest in anti-discrimination work, but a lack of appetite or a perceived lack of reasons to sign on to the Coalition. Or your municipality may have signed on to the Coalition based on the enthusiasm of one passionate staff member or elected official but, once that person left, no one else was invested in or responsible for implementing the Plan of Action. Perhaps there is no formal mandate from council for Coalition-related work. This may be due to the lack of resources

discussed above. But it may also be due to a lack of buy-in from council or other municipal staff.

#### 1. Find champions

Finding champions within the municipality or in the community is a great way to build support for Coalition initiatives. Champions should be able to work across multiple sectors and use their influence to build relationships and get others engaged. Over time, the goal is to build a broad understanding of why work around racism and discrimination is beneficial for the community, and to secure commitments from individuals and organizations to work on the issue. It's important to see the champion as a catalyst who can build excitement and ownership so that the work begins to sustain itself and does not rest on one person. Champions can be trusted and influential elected officials, municipal staff, or community members. For example, municipalities who have a mayor as a champion have been able to use that person's position to gain administration's acceptance for the initiative and to lend credibility to their initiatives. Although champions at senior levels may have more formal decision-making authority and influence, it can be powerful to have champions spread across all levels of the organization.

#### 2. Provide education, dispel myths, and facilitate dialogue

Education and dialogue are an excellent way to build support, especially if there has been little access to education, or misinformation about discrimination in the past. Many small municipalities have successfully implemented public education campaigns or hosted training for leadership and municipal staff. Other municipalities have organized "conversation cafes" where people can gather in an informal setting to raise issues and concerns and brainstorm ideas for projects and initiatives. It's important that educational

initiatives are appropriate for the audience's current level of understanding. This requires assessing people's knowledge, attitudes, and learning needs and deciding on the most appropriate educational strategies and methods to meet those needs. It's also important to consider how to deliver education broadly so it reaches people without making them look for it. Small municipalities have had success partnering with other local organizations to jointly host training sessions or organize community-wide awareness-raising events. Placing information in public venues where individuals don't have to seek it out (i.e. billboards, recreation facilities, etc.) is another way to spread the word.

### **3. Show how the Coalition can contribute to council's goals**

Look at council's existing priorities and plans and identify how doing anti-discrimination work will help council achieve its goals. Find opportunities – in formal proposals or presentations or in informal conversations – to demonstrate these alignments. The four pillars of municipal sustainability referred to at the beginning of this section provide a place to start as the pillars are familiar to many municipalities across Canada. Use the examples above, and come up with some of your own, to make the case that doing Coalition-related work will support the economic, environmental, social, and cultural sustainability of the municipality. Look at "Section 2: Before Joining the Coalition" and "Section 3: Joining the Coalition" for more ideas about how to present the benefits of the Coalition to council.

#### **Resistance to anti-discrimination work**

Small municipalities often find that an early and ongoing roadblock to Coalition-related work is people's sense that "discrimination doesn't happen here." This story might come from community members, councillors, or municipal staff. This

response might emerge because "diversity" isn't visible in a way that people expect. Often, when people say "diversity" they're referring to ethnic or racial diversity, but it's important to recognize that diversity and discrimination exist along many axes: socioeconomic status, religion, gender, gender identity, age, disability, sexual orientation, and many more. One reason diversity might not be visible is that there are barriers to visibility. Perhaps people with physical disabilities in your community are reluctant to go out in the community due to barriers in the built infrastructure and a lack of accessible transportation. Transgender people might not be comfortable being "out" about their identity for fear of violence. If people feel comfortable enough to speak about their experiences of discrimination, take that as a good sign. It's likely that they trust you or think that you might be able to do something about it.

But for people who don't experience discrimination, it can be hard to admit that this happens in "our community." This could be due to a lack of education, a lack of exposure, or a lack of information about marginalized groups. We also might not hear about discrimination because, when people have talked about it in the past, they have faced backlash and exclusion. Or it may be that people don't know where to go when they experience discrimination, so they don't talk about it at all. But this doesn't mean discrimination doesn't happen.

If someone's experience of their community is positive, it can be difficult for them to hear that not everyone feels this way. They might feel powerless to do anything in the face of something as serious as deep-seated histories of racism. Acknowledging that discrimination is an issue doesn't take away from the positives of the community, but it allows us to have

a more honest look at who doesn't have access to these positive experiences. Below are some ways to address resistance to anti-discrimination work:

### **1. Educate the public to shift powerful ideas**

Sometimes resistance comes from residents in your community who lack information about or haven't interacted with people who are different from them. Information and awareness campaigns about how equity and inclusion can benefit the community as a whole can be useful, along with opportunities for people to learn about each other and work together. Providing education to people who are not interested in being part of "inclusion initiatives" can be tricky. Social marketing and other informal public education methods are good ways to make an impact on people who might not search out inclusion-related education or might even think they don't need it.

However, often resistance to anti-discrimination work comes from powerful ideas about ourselves, about certain groups, and about what each group deserves. There may be deep-seated myths circulating in your municipality about particular communities or histories of violence and exploitation between groups that must be taken seriously if they are to change. You cannot hope to change the perspective of every person in your community, but you can make it clear that certain behaviour will not be tolerated and you can work to shift mainstream values to the point where discrimination is an exception rather than an everyday occurrence.

### **2. Work with people where they are**

People who work in small municipalities must learn to listen carefully to assess where people are in their knowledge about and openness to learning about difference and discrimination. This can look like formal assessments, such as a municipal workforce survey

about staff perceptions of equity, meetings with community groups, or informal conversations with the public at events. Once you have a sense of where people are, design your Plan of Action to meet people at this point and move them forward from there.

Listening can also take the form of honest internal conversations about how well the municipality is doing with respect to inclusion and anti-discrimination. How many municipal staff come from underrepresented groups? Do barriers to access exist in your programs and services? Who is missing from the conversation about your Plan of Action? Again, one of the benefits of being in a small municipality is that it can be easier to assess where people are because your relationships are closer.

### **3. Learn from other municipalities**

Small municipalities have found that learning from other municipalities is a great way to deal with some of these challenges, and to kickstart their Coalition work in the first place. CCUNESCO encourages signatory municipalities to connect with each other to exchange ideas and talk about their experiences with this work. Hearing from another small municipality can save you time and resources and help you figure out what could work for your community.

In exchange, share what you've done. Talking about your work – both successes and challenges – helps create pride in your work and builds relationships of mutual benefit with other municipalities. The Coalition, and other organizations that represent municipalities like the Federation of Canadian Municipalities or your provincial association of municipalities, are platforms you can use to start this. Some small municipalities are even creating their own inter-municipal networks to share their experiences and work together.



## Building relationships with Indigenous communities

For many years, municipalities have been entering into agreements and relationships with nearby Indigenous communities and with organizations that represent Indigenous people living off reserve or in urban centres. Since the release of the Truth and Reconciliation Commission Calls to Action in 2015, more municipalities have recognized their role in accounting for and repairing past harms and building positive relationships to carry us all forward. Below are some ways municipalities are working together with Indigenous communities. For more guidance, and to read examples of initiatives other municipalities have undertaken for reconciliation, check out CCUNESCO's resource, [Reconciliation with Indigenous Peoples: A Holistic Approach](#).

### ***Agreements & Accords***

Some of these agreements take the form of Friendship Accords, which outline common values and principles and commit both parties to working together. Others focus on particular infrastructural or environmental issues, like wastewater or land use. Examples of friendship accords can be found in the [Stronger Together handbook](#) from the Federation of Canadian Municipalities.

### ***Education & Conversation***

This might take the form of trainings or workshops where the municipality invites members of Indigenous communities to teach about their histories, values, practices, and current issues. Other municipalities have participated in or hosted meetings or conferences where Indigenous and non-Indigenous community members can get together and discuss issues of common concern.

### ***Collaborative Service Delivery***

In some cases, municipalities and Indigenous communities sign agreements to collaborate on the provision of emergency, recreation, or transit services. In other cases, municipalities might work with local Indigenous communities to adapt existing programming. For example, a municipality could contract local knowledge keepers to redesign cultural or heritage programming so it more accurately reflects the history and present of Indigenous people in the region.

The Federation of Canadian Municipalities has developed a set of resources to support municipalities to collaborate with First Nations on community economic development and infrastructure projects. The FCM website also contains a set of case studies of [municipal-First Nations collaboration](#).



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Educational, Scientific and  
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9.2.61



# Table of Contents

<b>INTRODUCTION</b>	5
UNESCO, cities, and human rights	5
The Coalition of Inclusive Municipalities	6
The Common Commitments	8
<b>BEFORE JOINING THE COALITION</b>	9
Reaching out to stakeholders	9
Engaging stakeholders	9
Understanding your local reality	13
<b>JOINING THE COALITION OF INCLUSIVE MUNICIPALITIES</b>	14
Preparing the case for Coalition membership	14
Questions you might receive	15
Adopting a resolution	17
Next steps after adopting a resolution	17
Go public!	18
<b>CREATING A STRUCTURE</b>	20
Why create a structure?	20
Staff roles	20
Committees	21
Establish a structure	23
Typical structures	24
Maintain your structure	25



<b>DEVELOPING YOUR PLAN OF ACTION</b> .....	26
Who should be involved? .....	26
Steps in the process .....	26
Questions to consider in developing the Plan of Action .....	27
Create your plan .....	28
<b>IMPLEMENTING YOUR PLAN OF ACTION</b> .....	33
How to locate resources .....	33
Planning for measurement and reporting .....	35
Addressing implementation challenges.....	36
Celebrating successes .....	39
<b>MEASURING AND REPORTING YOUR PROGRESS</b> .....	40
Decide what to measure.....	40
Select indicators .....	42
Collect data .....	45
Report to the Canadian Commission for UNESCO .....	47
Report to your municipality .....	47
Learn and improve .....	48
<b>APPENDIX A</b> .....	49
Speaking notes .....	49



## **Purpose of this toolkit**

This toolkit is intended to help citizens, organizations, municipal elected officials, and employees understand and prepare for joining the Coalition. It provides information and practical advice about working with community stakeholders to develop and implement a Plan of Action to advance inclusion at the municipal level. Finally, it provides guidance on evaluating results and describing the impact of the Plan of Action.



# Introduction

“The call for global unity in combating racism and all forms of discrimination has never been more relevant, and the complexity of the challenges faced in cities around the world requires shared action and leadership.” - The Canadian Commission for UNESCO

## UNESCO, cities, and human rights

Since its creation in 1945, the [United Nations Educational, Scientific and Cultural Organization \(UNESCO\)](#) has championed equity, peace, and sustainable development by promoting collaboration among nations. As part of this mandate, UNESCO has worked to protect human rights and extend the freedoms of all peoples, without discrimination.

UNESCO has spearheaded initiatives that have garnered support worldwide. In response to the outcomes of the 2001 [World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance](#) (“The Durban Conference”), UNESCO developed an [Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Intolerance](#).

Recognizing the key role that local governments play as policy makers and guarantors of human rights, UNESCO partnered with municipalities to implement its Integrated Strategy and launched, in 2004, the International Coalition of Cities Against Racism (ICCAR), a network of cities committed to fostering inclusion by improving their policies against racism, discrimination, exclusion, and intolerance. In 2016, ICCAR was renamed the [International Coalition of Inclusive and Sustainable Cities – ICCAR](#). The change in name aligns this network and its efforts with the [United Nations’ 2030 Agenda for Sustainable Development](#), and underscores the importance of cities as focal points for sustainable and inclusive development.



By implementing inclusion, diversity, and equity policies and programs, municipalities contribute to advancing many of the UN Sustainable Development Goals (SDGs), in particular:

- **SDG #1:**  
**No Poverty**
- **SDG #5:**  
**Gender Equality**
- **SDG #8:**  
**Decent Work and Economic Growth**
- **SDG #10:**  
**Reduced Inequalities**
- **SDG #11:**  
**Sustainable Cities and Communities**
- **SDG #16:**  
**Peace, Justice and Strong Institutions**

### **The Coalition of Inclusive Municipalities**

In response to UNESCO's work, the Canadian Commission for UNESCO (CCUNESCO) created a Canadian Coalition of Cities against Racism and Discrimination (CCMARD) in 2005. CCUNESCO and its partners<sup>1</sup> invited all Canadian municipalities to join the Canadian Coalition. An advisory committee for the Coalition, which includes municipal staff and elected officials, was created in 2017 to provide recommendations to CCUNESCO to advance and strengthen the

Coalition, while supporting the work of signatory municipalities in implementing the Coalition's Common Commitments and inclusion-related initiatives. The name of the Canadian Coalition was changed to the Coalition of Inclusive Municipalities in 2019 to promote inclusion and diversity, while maintaining a focus on racism and discrimination. A new visual identity was developed for the Coalition with a seal of inclusion for signatory municipalities to use on their inclusion-related publications, websites, posters, signatures, and letters.

<sup>1</sup>A pan-Canadian working group was formed, which comprised representatives of the Canadian Race Relations Foundation, the National Association of Friendship Centres, the Alberta Human Rights Commission, the Ontario Human Rights Commission, the City of Toronto, and the City of Gatineau. The working group established a declaration to be signed by municipalities and adapted the commitments developed by the European Coalition to reflect the responsibilities of Canadian municipalities.



## Objectives of the Coalition

The main objective of the Coalition is to provide a platform to broaden and strengthen human rights through coordination and shared responsibility among local governments, civil society organizations, and other democratic institutions. Members of the Coalition advance initiatives to:

- Improve their practices for social inclusion
- Establish policies to eradicate racism and discrimination
- Promote human rights and diversity

## Benefits for Municipalities

There are many benefits to joining the Coalition and investing time and resources in inclusion work. Coalition members share experiences and lessons learned by having access to a network of municipalities that can help them identify best practices, tools, and resources for combating racism and other forms of discrimination. Coalition membership also benefits municipalities by helping them:

- Understand local realities and develop a Plan of Action to foster inclusion
- Increase trust, loyalty, and respect for the municipality by promoting greater equality and inclusion
- Strengthen partnerships with local organizations, businesses, and individuals

## The Common Commitments

The Coalition's Common Commitments cover areas of municipal responsibility – such as housing, service delivery, employment, and culture – to guide local authorities in developing policies and programs. The Common Commitments are structured around three areas of municipal responsibility.

### The municipality as a guardian that respects the public interest

- 1** Increasing vigilance against systemic and individual discrimination.
- 2** Monitoring discrimination in the municipality and taking action to address it.
- 3** Supporting individuals who experience discrimination.
- 4** Providing police services that are exemplary institutions for fighting discrimination.

### The municipality as an organization that upholds human rights

- 5** Providing equal opportunities as a municipal employer, service provider, and contractor.
- 6** Supporting measures that promote equity in the labour market.
- 7** Challenging discrimination and promoting diversity and equal opportunities in housing.

### The municipality as a community that promotes diversity

- 8** Involving citizens by giving them a voice in anti-racism initiatives and decision-making.
- 9** Challenging discrimination and promoting diversity and equal opportunities in education and other forms of learning.
- 10** Promoting the respect, knowledge, and appreciation of cultural diversity and the inclusion of Indigenous and racialized communities in the cultural fabric of the municipality.

When a municipal council signs the declaration to join the Coalition, it endorses the Common Commitments and agrees to develop a [Plan of Action](#). This process is flexible so that each municipality can address its own inclusion-related issues. The Plan of Action is a key tool for signatory municipalities; once adopted, it becomes integrated into the municipality's visions, strategies, and policies.

# Before joining the Coalition

## Reaching out to stakeholders

An inclusive municipality is the result of the combined efforts of a wide range of community stakeholders.<sup>2</sup> By engaging community stakeholders before joining the Coalition, municipalities can help ensure that their proposed actions are well-informed, supported by expertise and resources, and reflective of the community and the issues they are trying to address. Having early and active involvement from the community will result in increased ownership of the Plan of Action and lead to more tangible success.

Support from community stakeholders ensures continuity through changes in elected officials and encourages the overall sustainability of

your initiatives. Be sure to involve stakeholders throughout the entire process – to involve them once with no follow-up will seem like a token effort.

## Engaging stakeholders

Be sure to invite all key players when engaging community stakeholders. Consider the diversity of your community and ask those you invite if there are others who should join the discussion. Pay attention to intersectionality<sup>3</sup> within your community. For example, youth with disabilities have different experiences than adults with disabilities.



### Note on stakeholder terminology:

“Stakeholder” is used throughout this toolkit to signify engaged citizens and community partners who want their municipal government to advance inclusion. This may include autonomous Indigenous communities or groups. The terms that describe different stakeholders represent the primary self-identification terms at the time of writing. Language continues to evolve, and the Coalition seeks to keep terminology updated in all publications. As more Canadians continue to self-identify in different ways, the list of stakeholders will grow and change.

<sup>2</sup> The word stakeholder is used in this document to refer to all organizations invested in this process and is not meant to exclude groups – such as Indigenous communities – who do not commonly use this term.

<sup>3</sup> Intersectionality is the interconnection of social categorizations – such as race, class, and gender – when they overlap and create interdependent systems of discrimination or disadvantage.

## Who to invite?

- First Nations, Métis, and Inuit communities
- Indigenous organizations, Indigenous elders and leaders, Friendship Centres
- Provincial and territorial organizations representing Indigenous peoples
- Immigration and settlement and ethnocultural organizations, local immigration partnerships
- Official language minority communities
- LGBTQ2+ organizations
- Local employers and educational institutions, including universities and colleges
- Faith-based organizations, interfaith networks
- Women's organizations
- Sex worker organizations
- Disability activists and groups
- Youth centres and youth groups
- Veterans, seniors' organizations
- Union representatives
- Anti-poverty and homelessness initiatives
- Municipal departments including police services, human resources, housing, recreation, planning and development, public works, parks, transit, and community development
- Human rights commissions and non-governmental organizations working on discrimination
- Provincial associations of municipalities and relevant provincial and federal government departments
- Human resources staff involved in hiring and diversity practices



## Indigenous peoples

While many Indigenous peoples live in urban areas, their political and legal representation often remains with First Nations Governments, Métis settlements, or Inuit communities. Engage with urban Indigenous peoples through Provincial Territorial Organizations (PTOs) to connect with chiefs and other representatives, or through local Indigenous organizations to connect with those who are not politically affiliated. Be attentive to and respectful of appropriate protocols. For more information, see [Reconciliation with Indigenous Peoples: A Holistic Approach](#) (CCUNESCO 2019).



## Youth

Youth are actively engaged in many initiatives to combat discrimination in their communities. Youth bring energy, new perspectives, and creative strategies for approaching problems. Municipalities can engage youth formally through established youth councils and advisory groups, and informally by engaging with youth programs and implementing recreation and arts-based activities. For more information, see [Youth Engagement Toolkit](#) (CCUNESCO 2020).

### Reach youth by:

- Partnering with local schools and youth organizations and connecting with UNESCO Schools in Canada
- Involving local youth councils or advisory groups
- Using social media, sports, and arts to reach youth
- Ensuring events are youth friendly (held at appropriate times and easily accessible via public transit)
- Creating meaningful linkages between youth and decision makers
- Encouraging youth to participate in social media campaigns, contests, or training related to inclusion
- Following up with youth who get involved to retain them for future initiatives

The [Municipal Youth Engagement Handbook](#), published by the Federation of Canadian Municipalities, contains guidelines for elected officials and public administrators for engaging and recruiting youth as future municipal leaders and workers. The handbook suggests events, contests, and campaigns that can be used to implement and strengthen youth engagement in your community.



## Various outreach methods

- Send letters or invitations to community organizations and representatives
- Present to community organizations to tell them about Coalition
- Attend local events to meet people and learn what communities are doing about discrimination
- Ask to be added to a Chamber of Commerce meeting agenda and to service clubs, like the Rotary Club
- Write articles for local newspapers and community newsletters about discrimination and inclusion
- Identify community champions who can facilitate participation from their community members
- Use social media and make personal calls to follow up on your invitations
- Best practices for involving community stakeholders

## Best practices for involving community stakeholders

Be considerate and flexible when involving stakeholders. Plan your meetings by considering culture, socioeconomic issues, safety concerns, and accessibility. Respect days of significance for various faiths and cultures (see the [interfaith calendar](#)) and ask community members for advice on structuring and timing meetings so that people can attend and fully participate.

### Plan your meetings by asking:

- Are interpreters required?
- Is childcare needed?
- Is the space accessible to people with mobility challenges?
- Do members of Indigenous or other communities have protocols for holding meetings?
- Can we hold our meetings at different locations, or on weekends, to allow greater participation from the community?
- Have we considered a variety of ways to reach out to various populations, including media, elders, personal invitations, and newspaper?

## Validate experience

Validate the experience and expertise of your stakeholders by recognizing strengths and building capacity. The perspectives of those who have experienced discrimination – especially if they have not been historically invited to planning processes. They might have innovative solutions to complex problems.



## Recognize limitations

Recognize the time constraints and competing responsibilities of community members and organizational representatives. Provide flexibility in their involvement but be clear about your expectations regarding their contributions and the time required for participation. Address any resource constraints (such as budgets or staff time) from the start.

## Follow up

Follow up regularly with stakeholders and tell them how their suggestions are being implemented. By seeing how their participation is benefiting the process, they will be more likely to continue their involvement. Use their initial involvement to begin the long-term process of relationship building.

## Understanding your local reality

By understanding the issues and the current capacity of your community, you will be better able to explain how joining the Coalition will help your municipality foster inclusivity, and can:

- **Propose actions that are relevant, meaningful, and achievable in your local context.**
- **Ensure human and financial resources are available for implementing your initiatives.**
- **Encourage a positive response to your proposal to join the Coalition.**

# Joining the Coalition of Inclusive Municipalities

Joining the Coalition begins with making the case for membership and obtaining support through a resolution passed at a council meeting.

Implementing the Common Commitments is a long-term objective so it is helpful to secure the support of local stakeholders and partners, including relevant municipal divisions, businesses, and community organizations.

If your provincial or territorial association of municipalities has not officially endorsed the Coalition, you can raise this issue at an association meeting. Individual municipalities have influence as members to call for endorsements, and the association has a mandate to represent the interests of its members. One of your elected officials could become actively involved on the board of the association to move this forward.

## Preparing the case for Coalition membership

- Talk to other municipalities and learn from their experiences. Connect with other municipalities that have made the decision to join the Coalition. Look for a municipality that has similar characteristics (e.g. population size, demographics, financial and human resources) to make comparisons easier. Please see the [CCUNESCO website](#) for a current list of municipalities that are Coalition signatories.
- Invite champions from nearby communities to support your presentation.
- Involve your stakeholders. Your community stakeholders have valuable insight and experience to share. Ask them to speak to parts of your presentation. Hearing the voices of diverse community members will deepen Council's understanding of the importance of Coalition membership. Stakeholders can write letters of support to accompany your case.
- Align your case with existing plans and priorities. Demonstrate how joining the Coalition and taking action on inclusion contributes to plans that have been already approved by council.
- Show how fostering inclusion is vital to the core business of the municipality.
- Be ready to outline whether joining the Coalition will require additional funding and be prepared to justify your answer.
- Know the benefits of membership. Be prepared to speak to the benefits of joining the Coalition. Please see Appendix A for suggestions on your speaking notes.

## Questions you might receive

Municipal councils are responsible for asking questions about initiatives before making decisions. This is especially true of resolutions that may have budget implications or consist of long-term commitments that will carry on after the term of the current council. Below you'll find a list of questions commonly asked by municipalities. Be prepared to answer these questions and do additional research as required. The more information council has, the more likely it is to pass the resolution. Council members will also demonstrate a stronger commitment to ongoing action after they join if they are informed from the start.



### **We are a small and mostly homogenous community – how can the Coalition work here?**

Discrimination comes in many forms and your Plan of Action will reflect your municipality's local realities. Be familiar with the statistics for your community and consider race, age, sexual orientation, family status, and socioeconomic factors. There are diverse ways to ensure your municipality is inclusive for everyone.



### **We don't have problems like racism here – why do we need to join?**

Respond to this question by commending the efforts your municipality is making to create a welcoming and inclusive community and remind your municipality that discrimination comes in many forms. Members of your community who experience discrimination might not talk about their experiences for fear of backlash, which could be why some community members don't think it exists. Community organizations, church groups, employers, schools, universities, and councils may be working hard to end discrimination in your community. Joining the Coalition is a way of publicly recognizing their work and making a commitment to build on their efforts.



### **Is the Coalition's only objective to combat racism?**

No. Depending on their local context and priorities, municipalities can be actively involved in developing initiatives, policies, and programs that advance equity and facilitate inclusion and non-discrimination for numerous groups, including LGBTQ2+ people, Indigenous people, people with disabilities, youth, older adults, people living in poverty, and women. Everyone who is at risk of exclusion or discrimination can be the focus of initiatives undertaken as part of a municipality's commitment to the Coalition.

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#### **How much does it cost?**

There is no cost to joining the Coalition. Municipalities should consider the resources available in their communities when they develop their Plans of Action and decide which initiatives to implement. Being a member of the Coalition means you benefit from the experience and expertise of other municipalities. This allows you to implement successful programs in your community without investing significant resources.

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#### **What if we are unable to complete the process to join the Coalition within the term of our elected officials? What if our champion leaves?**

If your elected officials or champions leave, your plans to join the Coalition could be interrupted. Mitigate this possibility by ensuring that all elected officials know about your work and its progress. Secure support from various departments within your municipal administration and find champions from different areas of the organization. Engage these champions by involving them in designing and implementing your Plan of Action. Partnerships with community organizations will also contribute to the success of your initiatives.

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#### **How much time does it take to develop a Plan of Action?**

This varies from one municipality to another and depends on your existing resources, the number of consultations required, the policies and programs that currently exist, and your municipality's approval process. It can take several months or several years.

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#### **Do we have to work on all ten Common Commitments at once?**

Start by addressing one or two commitments and expand your scope over time. Focus your work on a specific issue, such as monitoring incidents of racism or supporting newly arrived refugees. Each municipality can design its own approach.

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#### **What impact has membership in the Coalition had on signatory municipalities?**

Municipalities describe concrete changes in their communities regarding discrimination. These changes include the Plan of Action, which involves community stakeholders, programs to engage and raise awareness of discrimination, internal policies on equity and employment, and new staff positions. Being a signatory of the Coalition allows municipalities to improve existing policies against racism, discrimination, exclusion, and intolerance. Other benefits are increased access to information, tools, resources, and frameworks for promoting diversity and inclusion. [Coalition toolkits](#) describe many effective initiatives launched across Canada.

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## How do we monitor our progress?

Each municipality decides how to monitor its own progress. Reporting requirements are minimal, but municipalities are encouraged to provide annual updates to their residents and to CCUNESCO. By describing their recent experiences, initiatives, and policies, municipalities help inform the work of others in advancing issues such as equity, diversity, inclusion, employment, housing, service delivery, and reconciliation.

### Adopting a resolution

Council can draft its own resolution or use the [Declaration to Join the Coalition of Inclusive Municipalities](#) template. The declaration can be signed at a ceremony that includes local citizens and organizations.

### Next steps after adopting a resolution

Contact CCUNESCO once the resolution to join the Coalition is passed and include the following:

1. A notice of your municipality's decision to join the Coalition.
2. A copy of the resolution passed by council.
3. The name of two focal points (one elected official and one municipal staff) and their contact information. They are the primary contacts for future correspondence.

Please send emails to [ccunesco@ccunesco.ca](mailto:ccunesco@ccunesco.ca) or letters to:

Canadian Commission for UNESCO  
Att. Coordinator, Coalition for Inclusive  
Municipalities  
150 Elgin Street, P.O. Box 1047  
Ottawa, Ontario K1P 5V8

### *Elected official focal point*

The role of the elected official focal point is to act as a diversity and inclusion champion locally and to speak about the Coalition with members of council, local partners, and other elected officials. The elected official reports to residents on the progress of the municipality's involvement in the Coalition and is active on local committees. Elected officials receive information about the Coalition and are invited to participate in meetings. Elected officials are encouraged to share their municipality's best practices with CCUNESCO and other municipal signatories.

### *Municipal staff focal point*

The role of the municipal staff focal point is to act as a liaison between CCUNESCO, the Coalition, and other municipal divisions. The municipal staff focal point ensures Coalition matters are managed by the proper municipal division, forwards information received from CCUNESCO to the appropriate individuals, invites colleagues to share information on initiatives in their departments, and shares this information with CCUNESCO. The municipal staff focal point is responsible for reporting annually to CCUNESCO.

## **Go public!**

CCUNESCO encourages municipalities to publicly announce their commitment to the Coalition.

### **Communicate your decision**

- Send releases to local media and include the announcement in local newsletters and e-bulletins.
- Highlight your decision on the municipal website.
- Invite community organizations to share the announcement with their networks.
- Tag CCUNESCO on your social media posts (@CCUNESCO).

### **Plan a community event**

- Plan an event with community stakeholders – ensure stakeholders reflect the diversity of your community.
- Invite community members to share their personal stories and their thoughts about joining the Coalition.

### **Organize a signing ceremony**

- Invite representatives of community organizations, police authorities, media, municipal employees, community members, and local schools to a signing ceremony.
- Distribute signed copies of the declaration to attendees.
- Ask local groups to perform or invite attendees to contribute to a common art piece.



## Link your announcement to a special day

Celebrate diversity and inclusion by supporting events designated by the [Government of Canada](#).

<b>February</b> <a href="#">Black History Month</a>	<b>March</b> 8 <a href="#">International Women's Day</a> 21 <a href="#">International Day for the Elimination of Racial Discrimination</a> 31 <a href="#">International Transgender Day of Visibility</a>	<b>April</b> 22 <a href="#">Earth Day</a>
<b>May</b> <a href="#">Asian Heritage Month</a> 16 <a href="#">International Day of Living Together in Peace</a> 17 <a href="#">International Day against Homophobia and Transphobia</a> 28 <a href="#">National AccessAbility Week</a>	<b>June</b> <a href="#">Pride Month, National Indigenous History Month</a> 8 <a href="#">World Oceans Day</a> 20 <a href="#">World Refugee Day</a> 21 <a href="#">National Indigenous Peoples Day</a>	<b>August</b> 9 <a href="#">International Day of the World's Indigenous People</a> 12 <a href="#">International Youth Day</a>
<b>October</b> 1 <a href="#">National Seniors Day</a> 31 <a href="#">World Cities Day</a>	<b>November</b> Second week <a href="#">Transgender Awareness Week</a>	<b>December</b> 3 <a href="#">International Day of Persons with Disabilities</a> 10 <a href="#">Human Rights Day</a>



### March 21<sup>st</sup>

The social media campaign, #ItStartsWithMe, coordinated by CCUNESCO to celebrate the [International Day for the Elimination of Racial Discrimination](#), offers materials and key messages for raising awareness about racism, inclusion, and diversity in your municipality.

# Creating a structure

## Why create a structure?

A structure consists of the individuals and groups responsible for working together on issues of inclusion, equity, diversity, racism, and discrimination. Your municipality may have an existing structure, or a structure may have been approved with your proposal to join the Coalition.

Although municipalities organize their Coalition work in different ways, their structures share common elements that can be adapted for the individual objectives of each municipality. A formal structure for implementation, with staff roles and committee responsibilities, makes membership more than a signature – it creates a strong foundation for your Coalition work.

## Staff roles

**Permanent staff:** Permanent staff are municipal employees who are wholly or partially dedicated to Coalition work. Sometimes new staff positions are created for anti-discrimination work; other times existing staff may be assigned to Coalition work in conjunction with another role. There may be one staff person responsible for anti-discrimination work, or there may be a team devoted to this. Having permanent staff dedicated to Coalition initiatives ensures accountability and sustainability.

**Other staff:** Other staff are consultants and temporary employees, such as summer students and interns, who help with Coalition work, especially in the initial stages. Some municipalities hire contractors with specific areas of expertise.

## Considerations for staff

### In which department is the position located?

New positions related to the Coalition are often created in the social or community services or human resources departments. The location impacts the scope and focus of the work. If someone works in the human resources department, then making hiring practices more equitable is easier than creating grants for ethnocultural community groups. Many municipalities say it's essential for Coalition work to stretch beyond one department into multiple areas. Achieve this by having multiple staff involved in Coalition work or by creating relationships between staff and other departments.



**Be sure to tag @CCUNESCO when posting on social media about your diversity, equity, and inclusion initiatives**

**What is their decision-making authority and influence?** Staff positions exist at various levels of seniority. If a staff position is at too low a level in the municipality, it may hinder the person's ability to shift policies and practices that pose barriers to marginalized communities, or to work meaningfully with community members. Anti-discrimination requires a specific set of knowledge and specialized skills. It's essential to recognize this expertise and give staff members appropriate levels of authority to carry out their roles effectively.

**To whom do they report?** A staff position located within a particular department follows reporting procedures for that department. It may be useful to create a mechanism for that person to report to council or senior administration about their activities. This extends council's role in Coalition work.

## Committees

**Internal committees:** Internal committees can consist of municipal staff, councillors, or both. Internal committees represent different departments or areas within the municipality. An internal committee might function as an advisory committee to others who are implementing the Plan of Action, or they might be responsible for implementation themselves.

**External committees:** External committees can include individual community members or individuals representing community organizations and local institutions. These groups can be either advisory or implementation committees.

**Joint committees:** Joint committees are a mix of municipal and community members working together.

It's important to determine if the committees in your structure will be implementation or advisory. Implementation committees are responsible for achieving goals. These committees plan activities and initiatives to meet the objectives in the Plan of Action. Advisory committees provide recommendations to municipal staff members or to council, who are then responsible for achieving goals. Both types of committees need support from a municipal staff person. Many council-approved committees receive an annual budget.

### *Considerations for committees*

**Who are the members?** Whether your work has an internal or external focus determines who should be on the committee. In a joint committee, the balance of municipal and community members affects the focus of the work. If your committee is focused on a specific group, then you should include members from this group on your committee. It is important for anti-discrimination committees to represent the diversity of the community and to prioritize the experiences and knowledge of marginalized groups. Committees often require staff support to maintain focus and perform tasks like circulating meeting notes and conducting research.

**How do members join?** Membership can be by appointment, by formal application, or by signing up. Some municipalities are shifting away from an appointment process to include more diverse members.

**How frequently do members meet?** Meetings are the main way that committees coordinate their work and make decisions. Monthly meetings may be helpful for committees responsible for implementing the Plan of Action. Less frequent

meetings (quarterly meetings) may be more appropriate for advisory committees.

**How are meetings conducted?** Meetings can be formal or informal. Always have an agenda and a meeting facilitator. Make decisions by voting or by consensus. Define your decision-making process and have an orientation session to tell members how the process will work; this is an important way to reduce barriers to full participation.

**How does work get done?** Specify in the Terms of Reference or in meetings what is expected of members. Subcommittees and working groups can be created permanently or temporarily to implement particular activities or to focus on broader areas that need development.

### **What is the relationship with the municipality?**

Often committees rely on approvals from council to make anything happen. It is useful to specify early on what kinds of decisions the committee can make on its own and what must go to council or senior administration for approval. Information sharing is important; it can be useful to build in regular requirements or opportunities for the committee to report on their activities and recommendations to council or senior leaders.

Capture the above details in a Terms of Reference or a similar document. Include the Terms of Reference in a package for committee members and review it with committee members when they join.



## **Support for staff and committees**

**Champions:** Champions are elected officials, staff members, or individuals who are passionate about eliminating discrimination. Champions have influence in the municipality and are skilled at building relationships and communicating the value of Coalition work. Champions help with initiatives, especially in the early stages, when building knowledge and support. Find champions in your municipality and give them a role in your structure. Champions can help focus your goals, inspire others, and maintain momentum. Their commitment keeps issues of inclusion at the forefront during changes in staff or elected officials.

**Partners or coalitions:** Partnerships can help your municipality fulfill the Common Commitments, especially if you have limited resources to devote to anti-discrimination work. For example, Local Immigration Partnerships, funded by the federal government, help municipalities increase support for newcomers to Canada. Increasingly, municipalities are creating coalitions related to reconciliation with Indigenous peoples. Municipalities can play various roles in forming partnerships and coalitions – all the way from being a member to providing leadership.

## Establish a structure

Consider the following elements when developing and implementing a structure for your municipality.

**Existing structures:** Is there an existing structure for addressing discrimination in your municipality? Is there a municipal staff person responsible for inclusion and diversity? Working with an existing structure provides knowledge and experience; however, shifting the direction of an existing structure can be expensive and difficult if it is not flexible or has limited capacity.

**Priorities:** What are your areas of focus? If your priorities focus on making changes to municipal policies (like diversifying the municipal workforce or making procurement more equitable), then you will need to select internally focused elements. If your priorities focus on making changes in the community (like reducing hate crimes or building the anti-discrimination capacity of organizations), then you will need to select externally focused elements.

**Leadership support:** Signatory municipalities say that support from senior leaders is critical to the successful implementation of the Plan of Action. If senior leaders value your commitment to the Coalition, then ask for the creation of a staff position or committee with a mandate to develop and implement your Plan of Action.

**Financial and human resources:** Financial resources come from various sources – often an annual budget or project grants. Human resources come from the time spent by municipal staff, elected officials, and community members. If there is no long-term funding for staff, consider hiring consultants to do critical tasks, like

conducting public consultations and developing a Plan of Action, and then give the plan to a volunteer committee for implementation.

**Changes over time:** Your structure may change over time. You might start your planning process by convening an informal group of municipal staff or community members to develop your Plan of Action; after you secure funding, you might create a staff position and a formal committee to implement the initiatives.

**Roles and responsibilities:** To develop roles and responsibilities, consider the mandate and function of each element of the structure. Ensure there is sufficient funding and support for implementing the planned actions. Terms of Reference for committees in other municipalities might be useful. It is important to consult with signatories to identify the necessary work for each element. Many municipalities have faced challenges when the mandate assigned to a committee or to staff is broad, but where there is insufficient funding or authority to implement planned actions. Ensure all responsibilities are clearly assigned to a specific role, including:

- Signing on to the Coalition
- Engaging stakeholders
- Understanding your local reality
- Developing a Plan of Action
- Locating resources
- Implementing your Plan of Action
- Measuring and reporting progress



## Typical structures

Your municipality can combine the various elements of the structures outlined below to create one that works best:





## Maintain your structure

Although the people who make up your structure are likely chosen for their expertise, they will need ongoing support to make the most of their involvement. Committees might benefit from education on particular kinds of discrimination or training on how to have difficult conversations with coworkers and community members. Staff might benefit from professional development sessions on organizational change or policy review. Education may also involve giving people information about how municipal decisions are made, or orienting them to community initiatives. Make sure committee members know what supports are available to them. These supports may be different for internal and external committees.

Regularly evaluate if your structure is helping your municipality carry out its Plan of Action. Which elements of the structure are functioning best and which elements need revising? Is your structure having the desired impact? Establish a process to receive regular feedback on how best to support staff and committees and ensure their comments are addressed.



**The Community Toolbox, developed by the Center for Community Health and Development at the University of Kansas, provides a free step-by-step guide for developing Strategic and Action Plans and offers additional resources for each step in the process.**

# Developing your plan of action

Your Plan of Action<sup>4</sup> guides the implementation of your initiatives and increases accountability. With a clearly defined plan, you can monitor your progress and plan future actions. Developing your Plan of Action is an opportunity for active community engagement, which leads to increased ownership and responsibility.

## Who should be involved?

### Municipal staff

Your plan will be more comprehensive if you involve municipal staff from different departments. Include senior administration and front-line staff from different areas at various stages of the planning process to allow for increased commitment to Coalition initiatives.

### Elected officials

By joining the Coalition, council has undertaken to develop a Plan of Action and remain involved in its implementation. Beyond this step, Coalition work (including successful Plan of Action to foster inclusion) requires the ongoing engagement and support of elected officials. Once the plan is developed, ensure it is reviewed and adopted by council at a meeting.

### Stakeholders

The diversity in your community is a strength to draw on when developing your Plan of Action. Your plan will be more effective if you include stakeholders whose mandate is related to discrimination and inclusion.

## Steps in the process

1. Collaborate with municipal staff, elected officials, and stakeholders to create an inventory of existing policies or programs related to the Common Commitments.
2. Explain how your planning process will lead to actions and how the outcomes will be shared and used.
3. Invest time to establish a shared vision for your Coalition work. Define key terms and objectives at the start of the planning process to ensure that everyone is working from the same understanding.
4. Avoid placing individuals in the position of spokesperson for their entire ethnic group, gender, sexual orientation, or other aspect of their identity. The concept of intersectionality reminds us that anyone can face multiple experiences of discrimination.
5. Offer different means of participation, such as community forums, interviews, focus groups, conversation cafes, informal gatherings, and questionnaires.
6. Draft your Plan of Action and share it with stakeholders.
7. Solicit feedback and revise your plan.
8. Present your plan to council for adoption and share it with municipal staff, elected officials, and community stakeholders.

<sup>4</sup>Information in this section has been adapted from the [Alberta Urban Municipalities Association \(AUMA\) Welcoming and Inclusive Communities Toolkit](#) and the [Planning Together Guide to Municipal Immigration Action Planning](#) in Alberta.

## Questions to consider in developing the Plan of Action

1. What are the current and future demographics of our community?
2. What are our established municipal priorities (housing, immigration, employment, economic development, education)? How can inclusion and equity strategies support the achievement of our objectives?
3. What makes our municipality unique? What are our specific needs?
4. What is our vision for the future of our municipality?
5. Who is doing inclusion work in our community? Where are the gaps? What is our capacity?
6. What best practices can we learn from other municipalities?
7. Is there budget available to implement our plan?



### The *Living Together* Approach

The [International Observatory of Mayors on Living Together](#) and UNESCO's [International Coalition of Inclusive and Sustainable Cities – ICCAR](#) launched, in 2019, the publication [City Policies on Living Together](#). The publication builds on a study conducted for the Standing Committee on *Living Together* of the [Association internationale des maires francophones](#) (AIMF). It documents existing *Living Together* policies and programmes at the municipal level, describes an operational study on *Living Together* for strengthening municipal initiatives, and offers guidelines to cities for supporting *Living Together* strategies.

## Create your plan

### 1. Identify the issues

The first step in developing your municipality's Plan of Action involves looking at your community and collaborating with your stakeholders to conduct a "needs assessment." Having strong community involvement as you identify the issues helps you incorporate a wide range of experiences into your plan. Use a combination of methods to gain the necessary information.

**Document analyses:** Consult documents from previous anti-discrimination initiatives in your municipality. There may be documents on specific areas – such as housing, employment, or recreation services – that can help you identify important issues.

**Interviews:** Conduct interviews to gather information for identifying community issues. Interviews are useful for seeking immediate clarification and tailoring questions to the interviewee. Conducting confidential interviews can allow for greater participation from

members of marginalized groups who may feel uncomfortable sharing their experiences in a larger setting.

**Focus groups:** Use focus groups to gather information without investing the time required for individual interviews. Discussion among participants can enrich the data collected. Be sure to keep your group size to 10-12 people, limit the meeting time to 1-2 hours, prepare questions that will elicit feedback, and record the results (ask for participants' explicit consent before recording anything digitally or on paper).

**Community forums:** Host a forum to identify the issues that are important to your community members. The benefits of this approach include bringing diverse community members together, creating the opportunity to raise awareness of the issues through educational sessions, and offering networking possibilities for the participants. If you host a forum, be sure to have an adequate budget and access to experienced facilitators who can design an effective process for gathering feedback.

**Community advisory groups:** Establish community advisory groups to identify key issues in your municipality and always invite members from diverse groups. Community advisory groups allow for ongoing consultation and can lead to the contribution of resources and specialized forms of expertise.



## The Gender Lens

"Many of the institutions that have shaped our city have been created from a masculine point of view. This gender bias has meant that the design of services and urban spaces does not always take into account women's specific needs and perspectives. When we apply a Gender Lens to city planning and decision making we ask about differences and inequities among genders (women, men, intersex and trans people). We also explore the diversity and inequities among women. We recognize that no service or plan is gender neutral and believe that women's leadership is essential ..."

*- City for All Women Initiative (CAWI) and the City of Ottawa, Women: Equity & Inclusion Lens Snapshot*

Discrimination affects the lives of women, men, and LGBTQ2+ people in different ways. Consult the following resources to identify issues using the gender lens in your municipality:

[The Role of Municipalities in Advancing Women's Equity in Canada](#)

[Gender-Based Analysis Plus \(GBA+\)](#)

[Women Friendly Cities Challenge](#)

[Diverse Voices: Tools and Practices to Support All Women](#)

[Women in Cities International \(WCI\)](#)



## 2. Collect baseline information

Baseline information provides an understanding of the current realities in your community, and helps you establish goals for your work and gives you a basis for measuring your success. Sources of baseline information include repositories of demographic data about your population (e.g. Statistics Canada), provincial government reports and studies, academic research on racism and discrimination, and research and reports by non-profit and community organizations.

Invite staff committees, local stakeholders, and researchers from educational institutions to

participate in this step to help locate a range of data sources and to provide expertise on data gathering, analysis, and reporting. Having diverse people involved in the collection of baseline information broadens the number of people who understand the issues facing your municipality.

In its report [Indicators for Evaluating Municipal Policies aimed at Fighting Racism and Discrimination](#), the Center for Research on Immigration, Ethnicity and Citizenship (CRIEC) outlines the following types of baseline data:

<b>Economic data</b>	Unemployment rates, income levels and poverty rates, annual employment equity data for federally regulated employers, disaggregated data for interpreting the position of various groups Other data: employment rate of various groups, underemployment rates, long-term retention of members of diverse groups by employers
<b>Housing and transportation data</b>	Residential segregation, access to ownership, commute times and dependency on public transport, safety and user-friendliness of public transit
<b>Data on public safety</b>	Hate crimes, number of reported incidents, number of discrimination complaints, percentage of persons tried for criminal offences, citizens' feelings of security
<b>Education data</b>	Educational attainment, participation in higher education, home computer and online access
<b>Health data</b>	Hospitalization and mortality rates, obesity rates, infant mortality and birth weights
<b>Data on civic participation</b>	Representation of various groups within council, in management of local organizations and volunteers



### 3. Align with existing policies, priorities, and initiatives

What is your municipality already doing to foster inclusion? Linking your Plan of Action to existing policies, priorities, and initiatives has a number of advantages: contributing to the ongoing sustainability of your initiatives, allowing for greater sharing of resources, preventing “burn-out” of the individuals and organizations involved, and benefiting from the knowledge, skills, and experiences that already exist in your municipality. This process will also help you to identify opportunities for collaboration.

#### Initiatives to consider include:

- ✓ Your official community plan
- ✓ Your municipality's sustainability plan
- ✓ Plans to address poverty, housing, or employment
- ✓ Plans that address parks, recreation, transportation, and built environment
- ✓ Plans for the attraction and retention of immigrants
- ✓ Existing policies that support municipal workforce diversity and inclusion
- ✓ Responses to the Truth and Reconciliation Commission's (TRC) Calls to Action

### 4. Identify action items

Identify action items by prioritizing the issues you need to address. Consider the timeframe for your Plan of Action, the availability of resources, and the degree of stakeholder involvement. Brainstorm

action items for each of your identified issues and be concrete, detailed, and exact in what you need to accomplish. Keep your baseline information and data sources available as you brainstorm. Can you measure your progress on various initiatives? Can you determine if your targets have been reached? Create realistic targets by identifying action items that are possible to implement within the context of your municipality.

### 5. Use resources to develop your Plan of Action

Identify action items by prioritizing the issues you need to address. Consider the timeframe for your Plan of Action, the availability of resources, and the degree of stakeholder involvement. Brainstorm action items for each of your identified issues and be concrete, detailed, and exact in what you need to accomplish. Keep your baseline information and data sources available as you brainstorm. Can you measure your progress on various initiatives? Can you determine if your targets have been reached? Create realistic targets by identifying action items that are possible to implement within the context of your municipality.

- Alberta Urban Municipalities Association  
– [Welcoming and Inclusive Communities Toolkit, Planning Together: Guide to Municipal Immigration Action Planning In Alberta, and Strategies to Improve Your Inclusiveness](#)
- City of Ottawa & City for All Women Initiative  
– [Equity and Inclusion Lens Handbook](#)
- Immigration, Diversité et Inclusion Québec  
– [Toolkit for Québec Municipalities on Immigration and Ethnocultural Diversity Issues](#)  
(French only)

- Ontario Human Rights Commission – [Anti-Racism and Discrimination for Municipalities](#)
- European Coalition of Cities Against Racism – [The ECCAR Toolkit for Equality](#)
- Merrill Cooper for the Government of Alberta – [Pathways to Change: Facilitating the Full Civic Engagement of Diversity Groups in Canadian Society](#)

## 6. Review sample Plans of Action

A primary objective of the Coalition is to facilitate the sharing of information and best practices among members. The following municipalities have shared their Plans of Action to help guide this process.

### *Small municipalities*

Val d'Or, QC: [Action Plan 2018-2020 \(French only\)](#)

Brooks, AB: [City of Brooks Welcoming and Inclusive Communities Partnership Plan 2017-2020](#)

### *Midsize municipalities*

Lethbridge, AB: [Building a Welcoming and Inclusive Lethbridge Community Action Plan 2011-2021](#)

Oshawa, ON: [City of Oshawa Diversity and Inclusion Plan \(2017\)](#)

Regional Municipality of Wood Buffalo, AB: [Diversity and Inclusion in Wood Buffalo: A Community Plan 2017-2022](#)

### *Large municipalities*

Longueuil, QC : [Plan d'action pour contrer le racisme et la discrimination 2015-2017 \(French only\)](#)

Windsor, ON: [Diversity and Inclusion Initiative \(2018\)](#)

London, ON: [London's Community Diversity and Inclusion Strategy \(2017\)](#)



**Send your completed Plan of Action to the Canadian Commission for UNESCO at [ccunesco@ccunesco.ca](mailto:ccunesco@ccunesco.ca).**

# Implementing your Plan of Action

## How to locate resources

Consider your municipality's human and financial resources to set realistic goals for implementing your Plan of Action. Signatory municipalities differ in their available resources for implementation. Some municipalities have dedicated multiyear funding and staff, while others rely on committed community members. If your municipality needs additional resources to implement your Plan of Action, form partnerships with community organizations to secure resources. Partnerships can help your municipality maintain anti-discrimination work for years to come. Locate resources by:

### 1. Creating an inventory

- Brainstorm with colleagues
- Consult community organization directories
- Ask community organizations for suggestions from their network lists
- Contact Friendship Centres
- Visit your local Chamber of Commerce
- Browse social media platforms and check bulletin boards and local newspapers
- Use the United Way's 2-1-1 Information and Referral System
- Consider provincial or territorial resources, such as human rights commissions, arts councils, sports and recreation associations, community living organizations, policing authorities, and government departments (immigration, social services, municipal affairs


- Indigenous affairs, culture, sports, education, youth, economy and innovation, employment, transportation, seniors, women, health, and public safety)

### 2. Contacting other Coalition members

- Contact signatory municipalities to ask about their funding sources, how to establish partnerships, and how to use non-financial community resources. Organize a resource-sharing workshop in your province.

### 3. Collaborating with local groups

- Collaborate with a community organization to write a grant proposal on issues of common



**Hire a summer student or intern to conduct an inventory of your local resources.**

interest since community organizations are eligible for most funding programs

- Team up with a local university research centre or faculty members to advance research to inform local action on a given topic, such as building a statistical portrait of your community or examining the experiences of a marginalized group in your community
- Visit the website of the [Canadian Women's Foundation](#) to access tools to support the work of women's organizations. The foundation also offers grants.

#### 4. Using community asset mapping

A community asset can be a physical structure or place, community service, business, or person. Community asset mapping processes bring these various groups together for one or more sessions led by a facilitator. The process produces a set of maps and reports for planning and implementing initiatives.

- The [Community Tool Box](#) describes how to identify and map community assets
- The [Facilitator's Guide to Community Asset Mapping](#) outlines how to lead an asset mapping session
- The [Community Foundations of Canada](#) measures the vitality of communities across Canada

#### 5. Secure funding

*Funding from outside the municipality:* It is often more difficult to secure money from outside your municipality for sustained, core funding for your

Coalition initiative. Seeking smaller amounts of project funding to implement portions of your Plan of Action may be more realistic. Such funding can serve as a catalyst for your work, support initial relationship-building between partners, reassure community members that action is being taken, and allow you to demonstrate success that you can use in future funding applications.

*Funding from inside the municipality:* If a municipality's Coalition work is located within a department, funding is usually allocated from within that department's budget. When Coalition work is outside a municipal department (e.g. if it is led by a community advisory committee), it may be necessary to request funds from council. In either case, it is important to demonstrate your success to maintain or increase your funding or to make a case for future support.

Many organizations automatically look to government for their funding. Consider approaching local small businesses and larger corporations that have a presence in your community. Insurance companies, real estate agencies, financial institutions, and utility companies often have funding programs. When approaching a business for funding, consider the links between your objectives and the company's vision. For example, if your initiatives are focused on immigration, you could highlight a financial institution's desire to diversify their services and explain that immigrants can offer them a new client base.



## Federal Funding Sources:

[Canada Mortgage and Housing Corporation](#)

[Canadian Heritage](#)

[Department of Justice](#)

[Employment and Social Development Canada](#)

[Federation of Canadian Municipalities](#)

[Immigration, Refugees and Citizenship Canada](#)

[Indigenous and Northern Affairs Canada](#)

[Infrastructure Canada](#)

[Public Safety Canada](#)

[Status of Women Canada](#)

## Planning for measurement and reporting

Plan for measurement during the action planning process. This will help you gain support from senior leaders and elected officials and will facilitate any applications for funding external to your municipality. Explain how your measurement methods will demonstrate if you are achieving your goals and specify in your budget what resources you will need to collect and analyze data. Having agreement on your proposed methods for measurement ensures your results are valid and used for future planning. The responsibility for measuring and reporting aligns with the approach your municipality has chosen for addressing discrimination.

### Approach #1: Single Responsibility

In this approach, municipalities have a plan that is developed and implemented by a single body, such as a Diversity and Inclusion Committee. One person on the committee takes responsibility

for measuring and reporting on the committee's activities. Alternatively, the committee might hire a consultant to perform this function. A small working group could be formed to support this person.

### Approach #2: Multiple Responsibility

In this approach, municipalities have a corporate-wide plan to address discrimination with different departments responsible for developing and implementing separate parts of the plan. Alternatively, instead of creating one plan, some municipalities use an equity lens to assess all their programs and services. Equity and inclusion are not the primary emphasis of each action, but departments integrate this focus into their work. To measure their results, each department can submit an individual report, or someone can bring the results from each department together and submit an overall report.



With either approach, those tasked with creating the Plan of Action might not have the authority to set performance measurements for the entire corporation. If this is the case, city council can ask the departments to bring forward their performance indicators as part of their ongoing business plans.

## **Addressing implementation challenges**

Challenges may arise when there are different understandings of the established priorities, competing agendas, or disagreements over who is responsible for implementing various parts of your plan. Revisit your goals at regular intervals and share your common vision with community stakeholders to align your priorities with those of your partners. Address challenges by:

### **1. Providing anti-discrimination training**

Provide anti-discrimination training for your community stakeholders, council members, municipal employees, potential funders, and local businesses to outline the issues you are working to address. Anti-discrimination training contributes to the success of your initiatives and the establishment of new partnerships. Do not assume that, because an individual understands one form of discrimination, they have a clear understanding of other forms. Work with community organizations to develop and implement educational campaigns that examine the various forms of discrimination.

### **2. Approaching your stakeholders**

Approach your stakeholders for experience, expertise, and resources. When a challenge arises

in the implementation of your plans, discuss solutions with your stakeholders. They may have encountered similar obstacles in their own work and can provide resources to help overcome the challenge or can offer a perspective you might have overlooked. Reaching out to other Coalition signatories may also help you access new ideas and moral support.

### **3. Looking for quick wins**

Look for quick wins if your Plan of Action seems overwhelming at the start. These easily-implemented actions can demonstrate the success you need to move forward, prove your commitment to action, and provide evidence of your capacity as you continue to seek funding for your other initiatives.

### **4. Anticipating resistance**

Anticipate resistance in the forms of denial and defensiveness, both from within the municipality and the community. Sometimes resistance means that you need to change your approach; other times it means that you're on the right track and starting to shift the root causes of discrimination. Find out who is resisting and why they're uncomfortable. If you are working with a group to implement your plans, be aware of the emotional tolls of anti-discrimination work. This emotional impact can be especially draining for people who experience discrimination.

### **5. Making your programs accessible to all**

Make your programs accessible to all by using multiple formats for meetings, publications, and policies. This will help you reach various audiences, especially community members with



disabilities. If certain groups are missing your events or not using your resources, determine if your process is creating barriers that prevent their participation and then break down these barriers. Hire sign language interpreters and book barrier-free venues for events. Ensure municipal facilities include braille on their signs. Use videos that are closed captioned and write pamphlets in plain language with large print. Ask people to tell you

about their accessibility needs and set aside time and resources to make accessibility a priority.

#### **6. Engaging the arts and culture community**

Engage the arts and culture community as a driving force for sustainable development and urban regeneration. The arts and culture community promotes social cohesion, citizen well-being, and intercultural dialogues.

### ***Creative City Network***

The [Creative City Network of Canada](#) (CCNC) is a non-profit organization composed of municipalities, arts organizations, and individuals working to support cultural development in their communities. CCNC facilitates knowledge sharing and professional development in the fields of cultural policy, planning, and research. CCNC and [2010 Legacies Now](#) offer resources to assist local governments, cultural groups, and heritage organizations with planning and developing arts programs and projects.

### ***ArtBridges***

[ArtBridges](#) is a hub for anyone interested in community-engaged arts and arts for social change in Canada. ArtBridges works towards better access to the arts across Canada, particularly for people living in remote, under-resourced, and under-serviced communities. The ArtBridges database offers information about accessible and affordable community-engaged arts projects, programs, organizations, and resources in Canada.

## 7. Using sports and recreation

Use sports and recreation to strengthen social ties and networks and promote anti-discrimination.

When planning your anti-discrimination strategies,

consider raising awareness with your local

sport teams and include them in the discussion.

Consider issues surrounding access to sports and recreation when planning your programs.

### *Community Foundations of Canada and True Sport Foundation*

The Community Foundations of Canada's [Vital Signs Report on Sport and Belonging](#), produced in partnership with the [True Sport Foundation](#), examines how sport – when grounded in fairness, excellence, inclusion, and fun – can strengthen our sense of belonging and community.

### *Sports Inclusion Program*

The Canadian Centre for Gender & Sexual Diversity runs the [Sports Inclusion Program](#), which challenges homophobia and transphobia in athletics and make sports more accepting and inclusive for all athletes, regardless of sexual orientation or gender identity.

### *Sport for Life for All Newcomers to Canada*

Access to sports and physical activity can be challenging for newcomers for various reasons (financial, logistical, cultural). [Sport for Life for All Newcomers to Canada](#) outlines the challenges that newcomers may face in their participation in sports and physical activity and offers solutions and opportunities for municipalities.



**“Sport has a unique power to attract, mobilize and inspire. By its very nature, sport is about participation. It is about inclusion and citizenship.”** - United Nations Office on Sport for Development and Peace

## Celebrating successes

Celebrate your successes along the way to provide the encouragement needed to continue your work by:

### 1. Sharing your progress

Share your progress by reporting regularly on your Coalition work. This helps build awareness about the Coalition and creates support for future work. Municipalities can present an annual report card to council that can be released to the public during a community celebration.

### 2. Hosting a community event

Host a community celebration to recognize a significant date, such as the International Day for the Elimination of Racial Discrimination, Pride Week, Human Rights Day, or National Indigenous Peoples Day.

### 3. Recognizing stakeholders

Recognize stakeholders by establishing a program that celebrates their contributions. Explore opportunities to collaborate with existing awards programs and disseminate information on these

programs to your local partners. This will raise awareness about your municipality's efforts to combat discrimination. Examples of national awards programs include the Award of Excellence from the [Canadian Race Relations Foundation](#) and the Sustainable Communities Award from the [Federation of Canadian Municipalities](#).

### 4. Showing your pride

Display the Inclusive Municipality's seal on your website, publications, slide shows, and posters. Ensure your communications department knows about your membership in the Coalition and has access to the Coalition's branding strategy. Mention your commitment on your municipality's website, at events on inclusion and diversity, in media releases, and during speeches and interviews. Talk about inclusive municipalities at board meetings, committee meetings, and conferences. Contact CCUNESCO to receive the Inclusive Municipality's seal and user guide at [ccunesco@ccunesco.ca](mailto:ccunesco@ccunesco.ca).

# Measuring and reporting your progress

Showing that your actions are generating results justifies your Coalition work and creates support. This is especially important if your inclusion initiatives are controversial or lack resources. By measuring and reporting, you can keep stakeholders – inside and outside the municipality – informed about your initiatives and their impact. Evaluating your Plan of Action during the implementation process also allows you to gauge progress, adjust implementation strategies, and identify future initiatives.

If you build measurement strategies into your plan from the start, you will ensure resources are allocated to measuring and reporting. This allows you to dedicate time and energy to the most meaningful actions for your municipality.

## Decide what to measure

The goals set out in your Plan of Action will determine what you need to measure. Use the following table to guide your measurement strategies.



## Measure diversity and inclusion and equity

A common problem in measurement efforts related to discrimination is assessing levels of diversity without assessing inclusion and equity. To create an inclusive municipality, everyone must be able to equitably and meaningfully participate.

**To measure diversity:** Use a survey to ask employees to voluntarily disclose identity data (e.g. gender, ethnicity, sexual orientation, Indigenous status, etc.).

**To measure inclusion:** Use feedback surveys and 360 reviews to see if diverse employees believe their workplace is inclusive and ask if they have experienced discrimination.

**To measure equity:** Use levels of pay, hiring practices, and employee retention and promotion to create comparisons based on diversity.

## Common Goals for Municipalities

The goal	What to measure
<b>Diverse municipal workforce</b>	<ul style="list-style-type: none"> <li>• Diversity of municipal workforce compared to diversity of the community and representation of equity groups</li> <li>• Accessibility of information about job opportunities</li> <li>• Barriers in the job application process, such as unnecessary qualifications or homogeneous hiring panels</li> </ul>
<b>Inclusive workplace</b>	<ul style="list-style-type: none"> <li>• Employees' level of satisfaction with the work environment, employee engagement, and accessibility of facilities</li> <li>• Existence of a mechanism (both a structure and a process) for confidentially resolving complaints</li> <li>• Presence of training programs on diversity, inclusivity, equity, and human rights</li> </ul>
<b>Diverse management and senior leadership</b>	<ul style="list-style-type: none"> <li>• Representation of equity groups in management and senior leadership positions</li> <li>• Barriers to hiring and retention embedded in talent management policies and practices</li> <li>• Policies and practices that support equitable distribution of work, retention, promotion, and advancement</li> </ul>
<b>Equitable municipal services that meet the needs of all residents</b>	<ul style="list-style-type: none"> <li>• Income and poverty levels, employment opportunities, homelessness, and precarious housing</li> <li>• Barriers to accessing services for various groups and communities</li> <li>• Effectiveness of an equity lens to review policies and practices</li> </ul>
<b>Decrease in incidents of discrimination</b>	<ul style="list-style-type: none"> <li>• Number and types of hate crimes</li> <li>• Availability and use of a protocol to report incidents</li> <li>• Accessibility of support for victims</li> </ul>
<b>Meaningful community engagement and participation</b>	<ul style="list-style-type: none"> <li>• Effectiveness of mechanisms to engage communities (advisory groups, consultation processes, community liaisons, etc.)</li> <li>• Municipal staff awareness of best practices for engaging with communities</li> <li>• Community awareness of municipal initiatives on discrimination</li> </ul>
<b>Diverse perspectives at public consultation events</b>	<ul style="list-style-type: none"> <li>• Attendance at public consultations</li> <li>• Barriers to attending consultations and strategies for addressing them</li> <li>• Satisfaction of residents with public consultation process</li> </ul>
<b>Enhanced capacity of community organizations</b>	<ul style="list-style-type: none"> <li>• Partnerships and collaborative projects with community organizations</li> <li>• Collective impact of collaborative initiatives</li> <li>• Community organizations' access to information about funding opportunities and their capacity to submit successful applications</li> </ul>



## Select indicators

An indicator is a specific, observable, and measurable characteristic that is used to show the difference an action is making towards achieving a specific goal or outcome. Use different types

of indicators to measure your progress on each action. The Center for Research on Immigration, Ethnicity and Citizenship's (CRIEC) report ["Indicators for evaluating municipal policies aimed at fighting racism and discrimination"](#) suggests two main types of indicators:

### Performance indicators:

Use performance indicators to assess the processes, programs, and policies implemented for addressing discrimination. Examples are the establishment of an ombudsman office, the number of employees participating in anti-discrimination training, the increased number of municipal scholarships for young people, the number of companies educated on bias in human resource practices, the improvement of accessibility to social services, and the increased number of candidates running for office from underrepresented groups.

### Results indicators:

Use results indicators to assess the concrete impact of the mechanisms that have been implemented and their effect on discrimination. Results indicators speak to the extent to which these goals set out in the Plan of Action have been achieved. Examples include the increase of income for marginalized groups, the reduction of hate incidents, the extinction of residential segregation, the improvement of education levels, the decrease of unemployment rates, the rate of success of marginalized groups, and the advocacy of non-governmental organizations working for social change.



## Performance and Results Indicators for Municipalities

The goal	What to measure	Results Indicator
<b>To offer respectful workplace training for municipal staff</b>	<ul style="list-style-type: none"> <li>• Number of workshops delivered</li> <li>• Number of participants</li> <li>• Percentage of employees in each department who attended training</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees who feel respected and included in the workplace</li> <li>• Percentage of harassment complaints successfully resolved</li> </ul>
<b>To increase the number of people from racialized groups in municipal leadership</b>	<ul style="list-style-type: none"> <li>• Number of participants in a workshop on unconscious bias</li> <li>• Number of policies and practices adjusted to reduce hiring bias</li> <li>• Ratio of racialized applicants vs. new hires</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of racialized people in senior leadership positions</li> <li>• Percentage of racialized city councillors</li> <li>• Percentage of racialized individuals on agencies and boards</li> </ul>
<b>To establish an annual human rights event co-hosted by the municipality and community organizations</b>	<ul style="list-style-type: none"> <li>• Number people who attended</li> <li>• Number of organizations that participated</li> <li>• Number of brochures on community resources distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Number of organizations that continue their participation in the event</li> <li>• Degree of satisfaction with the process of collaboration</li> <li>• Level of commitment from organizations to address human rights</li> </ul>
<b>To increase the safety of Indigenous women in public spaces</b>	<ul style="list-style-type: none"> <li>• Number of safety inspectors on public transit</li> <li>• Percentage of peace officers and safety inspectors who have attended Indigenous awareness training</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous women's perception of their safety in public spaces</li> <li>• Reduced number of racist and sexist incidents targeting Indigenous women</li> </ul>
<b>To develop a protocol and data repository for racist incidents</b>	<ul style="list-style-type: none"> <li>• Number and types of hate crimes</li> <li>• Availability and use of a protocol to report incidents</li> <li>• Accessibility of support for victims</li> </ul>	<ul style="list-style-type: none"> <li>• Number of racist incidents</li> <li>• Level of satisfaction from people who approach organizations for support</li> </ul>

## Indicators can be quantitative or qualitative:

### Quantitative indicators:

Use quantitative indicators to attach a numerical value to your measurement. Quantitative indicators offer a straightforward method for collecting data because the questions are simple: How many people attended an event? How many hate crimes were reported this year?

- Percentage of racialized people and women in the community
- Percentage of racialized people and women in the municipal workforce
- Percentage of racialized people and women in senior leadership positions
- Percentage of racialized people and women who feel engaged and satisfied with their work

### Qualitative indicators:

Use qualitative indicators to understand how and why your actions are working. For example, it is difficult to quantitatively measure if your program increased employment among immigrants because various factors contribute to employment rates. However, you can use qualitative indicators to measure employment rates by interviewing participants to ask if your program made a difference in their lives.

- Racialized people and women's engagement in the workplace
- Their satisfaction with promotion practices
- Their feedback on barriers to hiring and promotion into senior leadership positions

## Indicators and social change

You may need multiple indicators for each of your actions, but you don't need many. Choose a small set of indicators and expand or change them as your action evolves. For example, if you are trying to promote the use of an equity lens to review municipal policies, you could start with indicators that describe how many people attended training on the equity lens and their level of knowledge after the training. Later, you could add indicators like how often the lens is being used and the number of policies that have been reviewed.

A considerable challenge in measuring the progress of racism and discrimination work is that the social processes that produce racism and discrimination are complex. It can take many actions over a period of years to see the results of initiatives that aim to reduce discrimination, which makes it difficult to choose results indicators that demonstrate whether change is occurring. This complexity also means it is hard to definitively say that specific actions caused specific outcomes.

One way to respond to this challenge, especially at the start of an initiative, is to use more performance indicators than results indicators. However, it's essential not to lose sight of the ultimate goal of the work of the Coalition: to create more inclusive communities by eliminating racism and discrimination.

## Collect data

Collect data from different sources to gain a complete understanding of your progress. At the start of each initiative, gather baseline data to provide an understanding of your current state. Set

realistic targets that align to the goals in your Plan of Action and connect to your baseline.

### Identify municipal data sources

Identify any municipal data sources that you can access. Does the human resources department keep statistics on how many applicants and hires come from marginalized groups? Is there information on which groups have participated in public consultations? Research the available data and contact municipal departments to ask for more information. Verify the accuracy of these data sources by asking departments how they collect their data.

### Access external data sources

Access external data sources from provincial and federal government departments as well as from non-government organizations.

- Statistics Canada datasets on community demographics, health, and economics
- Provincial government reports and studies
- Academic research reports
- Reports produced by local non-profit organizations that address particular issues (immigration, homelessness, poverty, etc.)



## Open Government Data

Many municipalities in Canada provide free public access to their data. Check out the [Open Data in Canada](#) page for a complete list.

## Collect new data

Municipalities without the expertise or infrastructure for collecting data on their own can either create new mechanisms for data collection or modify existing mechanisms to include new indicators.

- Create new mechanisms for data collection by partnering with research institutes, colleges and universities, or municipal associations.
- Modify existing mechanisms to include new indicators by adapting current methods of data collection.

For example: If your municipality conducts a workforce engagement survey, but the survey does not capture identity data, then add identity questions to the survey. If a recreation facility collects basic information about new members, and you would like to know if people with low incomes are accessing recreation services, then add an optional and anonymous question about income range to the membership application.

If there are no existing mechanisms of data collection you can adapt, use these common methods for collecting new data:

## Methods of collecting data

Method	Data collected
<b>Public opinion surveys</b>	<ul style="list-style-type: none"><li>• Public opinions on experiences of discrimination</li><li>• Demographic information and feedback on barriers to positive economic and social outcomes</li></ul>
<b>Public forums</b>	<ul style="list-style-type: none"><li>• Ideas about priority areas in your municipal diversity and inclusion plan</li></ul>
<b>Focus groups</b>	<ul style="list-style-type: none"><li>• Assessments on the capacity of community organizations to address discrimination</li></ul>
<b>Employee surveys</b>	<ul style="list-style-type: none"><li>• Workforce demographics</li><li>• Levels of employee engagement, satisfaction, and belonging</li></ul>
<b>Employee interviews</b>	<ul style="list-style-type: none"><li>• Feedback on barriers to promotion</li><li>• Experiences of discrimination in the workforce</li></ul>
<b>Program data</b>	<ul style="list-style-type: none"><li>• Number of clients served</li><li>• Client satisfaction</li></ul>
<b>Employee education workshop surveys</b>	<ul style="list-style-type: none"><li>• Number of participants</li><li>• Percentage of employees who attended workshops</li><li>• Satisfaction with workshops</li></ul>

## Analyze the data

Analyzing quantitative and qualitative data requires specific skill sets, tools, and techniques. For quantitative data, this involves calculating averages, percentages, and total counts. For qualitative data, this involves summarizing comments or using qualitative data analysis techniques to identify patterns and themes. Large municipalities may have research offices for analysis or have access to data analysis software. Small municipalities may benefit from partnerships with local researchers or non-profits with this capacity.

Examine the data and ask:

- How do the results compare to the baseline?
- Is there progress?
- Were the targets achieved? If yes, what were the success factors? If no, what are the reasons?

If you collected data that was broken down by various identity categories, such as gender or ethnicity, or by workforce categories, such as occupational group, disaggregate your data so you can see what differences exist between the groups. Disaggregation allows you to isolate your data to see how your actions are impacting different people based on who they are. It is imperative to follow all legal and ethical requirements around storing personal information, producing research, and protecting individuals' personal information.

After your analysis, show the results to others and gather their input. You can bring community stakeholders or different departments together

to draw conclusions about what the data says and how best to report it.

## Report to the Canadian Commission for UNESCO

The Canadian Commission for UNESCO, as coordinator of the Coalition of Inclusive Municipalities, asks municipalities to submit annual reports of their activities using a reporting template provided by CCUNESCO. These reports help CCUNESCO understand the impact of the Coalition and its members, identify new or promising practices, and plan for the development of new resources for municipalities.

## Report to your municipality

The format and content of your report depends on your purpose and audience. Internal audiences may include council, senior leaders, management, and employees. External audiences may include stakeholders such as community organizations, diversity and inclusion committees, media sources, and citizens.

You might decide to produce one report for everyone, or you might create different products for different audiences containing the information most relevant to them. For example, reports to council for additional resources for your Coalition work could include a summary of the progress you have made on each action in your plan and what resources are needed to achieve your next targets. Reports to community groups could focus on how your initiatives are contributing to equity for all residents.

The most common format is a written report. Written reports can include short summaries, graphs, charts, or infographics to appeal to a



variety of audiences. Other reporting methods include online dashboards that present key findings, or presentations that are tailored to individual community groups or the public.

### **Learn and improve**

Learn and improve by using your results to create positive change in your municipality. Share your results with senior leaders so they can make decisions, such as allocating budget or approving requests, that will help you implement your plans.

Once you have produced your report, look at the goals in your Plan of Action. What you included in your plan was likely based on information about your municipality and on assumptions about what kinds of actions would produce certain results. Decide if you had the right information when you were planning and if your assumptions were correct. Examining your results can help you decide if you need to engage additional departments, committees, or municipal staff in your Coalition work. Here are some questions to ask yourself:

- Are there gaps in your measurement data?
- Should any implementation strategies be adjusted?
- What opportunities exist for improvement?
- Are new indicators needed to fill the gaps?
- Should any actions be continued, improved, or stopped?
- What resources, information, or skills are needed for the next round of measurement?

# Appendix A

## Speaking notes

These speaking notes can be used by community members or councillors. Adapt them to your local municipality for increased effectiveness.

**1. Racism and other forms of discrimination are a daily reality across Canada.** Given the proximity of municipalities to the everyday lives of residents, and their ability to act quickly compared to other levels of government, municipalities are well placed to support anti-racism and anti-discrimination. Our municipality has a duty:

- To be a guardian of the public interest
- To respect and promote human rights
- To provide residents with a safe and inclusive environment

The Coalition's Common Commitments are structured around these three areas of municipal responsibility and can offer us a framework for thinking about how we can fulfill these duties as a public organization.

**2. Present some local data about:**

- Hate incidents
- Unemployment/underemployment rates for people with disabilities, Indigenous people, people from various racial backgrounds, youth, and women
- Racial and social profiling
- Human rights complaints
- Complaints of discrimination from municipal

staff or people accessing municipal services, or discrimination towards municipal staff from the public

- Housing availability, affordability, and accessibility

**3. Joining the Coalition will give our municipality access to:**

- Lessons learned by other municipalities in Canada and abroad
- A forum to discuss our views, strategies, and priorities
- A platform to exchange ideas on emerging issues
- Practical tools and resources to inform our actions (for example, on racial profiling, LGBTQ2+ inclusion, reconciliation, welcoming newcomers)
- A group of like-minded municipalities to join with on initiatives of common interest
- Training opportunities for staff and elected officials
- Materials and ideas to support the celebration of special dates (for example, the International Day for the Elimination of Racial Discrimination on March 21)

**4. Joining the Coalition provides our municipality with the opportunity to work with and consult different community partners.** Creating a relevant and feasible Plan of Action requires us to gather information from local organizations, businesses, Indigenous

communities, and other stakeholders concerned about racism and discrimination. This chance for dialogue, knowledge sharing, and relationship building around common goals can strengthen existing partnerships and spark new ones.

**5. Being part of the Coalition lends credibility and structure to any anti-discrimination work we may already be doing.** Many members have said that they have used their membership as leverage to improve on existing programs and policies against racism, discrimination, exclusion, and intolerance, or to develop new programs and policies.

**6. Joining the Coalition will not necessarily have an immediate budgetary impact.** We can start by making small changes in the way we do things. But, if we are serious about this commitment, then we need to be prepared to put money towards it.

**7. We are not starting from scratch.** We are already doing many good things (this implies that whoever speaks to council has conducted some research).

**8. This is an opportunity for our municipality to take a stand against discrimination and clearly state our intention to improve the situation of one or more marginalized groups.** The Coalition has helped some municipalities get noticed by promoting awareness about their diversity, equity, and inclusion initiatives across Canada.

**9. The initiative has gained the support of major partners:** the Federation of Canadian Municipalities and some Provincial and Territorial Associations of Municipalities (Alberta Urban Municipalities Association, Union des municipalités du Québec, etc.) have encouraged their members to join; the Canadian Race Relations Foundation and the Canadian Association of Statutory Human Rights Agencies (CASHRA) have supported the initiative since its launch.

**10. Note the number of Coalition members and cite some examples of other municipalities that have joined.** Ask the question: “Why have these municipalities joined and we have not?”





United Nations  
Educational, Scientific and  
Cultural Organization



Canadian  
Commission  
for UNESCO

With the support of the

International Coalition  
of Inclusive and  
Sustainable Cities – ICCAR



## Town of Valleyview Request For Decision

<b>Date:</b>	<b>March 12, 2024</b>
<b>From:</b>	<b>Pat Brothers, Director of Community Services</b>
<b>Subject:</b>	<b>Valleyview Recreation Board – New Member Approval</b>

### 1.0 PURPOSE

To seek Council's approval for accepting Malcolm Knowles as a new member of the Valleyview Recreation Board.

### 2.0 BACKGROUND AND DISCUSSION

The Town of Valleyview's Recreation Department recently advertised on the Town's website seeking interest from local residents in becoming a Board member for the Valleyview Recreation Board.

Malcolm Knowles, a retired resident of the Town, submitted his interest to become a Valleyview Recreation Board member. Mr. Knowles also holds board positions on both the MPC and the Waste Management Boards.

### 3.0 ALTERNATIVES

- 3.1 Council approves Malcolm Knowles as a new member of the Valleyview Recreation Board.
- 3.2 Council does not approve Malcolm Knowles as a member of the Valleyview Recreation Board and requests Administration to seek an alternate local resident for the Valleyview Recreation Board position.
- 3.3 Council accepts this RFD "Valleyview Recreation Board – New Member Approval" as information only at this time.

### 4.0 FINANCIAL IMPLICATIONS

None.

### 5.0 ATTACHMENTS

- 5.1 Malcolm Knowles email request to become a Valleyview Recreation Board member



## 6.0 RECOMMENDATIONS

Council approves Malcolm Knowles as a new member of the Valleyview Recreation Board.

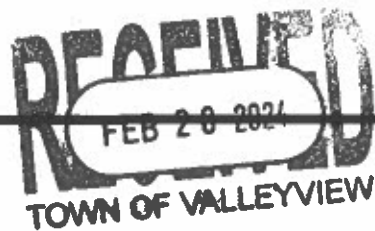
Submitted By:   
Pat Brothers, Director of Community Services

Approved By:   
Ben Berlinguette, Chief Administrative Officer

**Amy Almond**

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**From:** Malcolm Knowles <mfk1951@icloud.com>  
**Sent:** February 16, 2024 4:43 PM  
**To:** Town of Valleyview Info  
**Subject:** Rec. board



I would like to put my name in to sit on the recreation board .  
I am presently on MPC and Waste management.  
I am retired and really do not have a resume.  
Please consider me  
Thankyou  
Sent from my iPad  
CAUTION:This e-mail has originated from outside your organization.