

Calgary



Immigrant Inclusion Municipal Scan 2016





BACKGROUND

In 2011, Calgary's City Council passed the Welcoming Community Policy. It guides our work to build an inclusive city for immigrants living in Calgary. Through the Calgary Neighbourhoods business unit, we are developing a corporate plan to establish priorities and strategies for the Welcoming Community Policy. It will involve City business units and external stakeholders across Calgary in a meaningful way.

PURPOSE

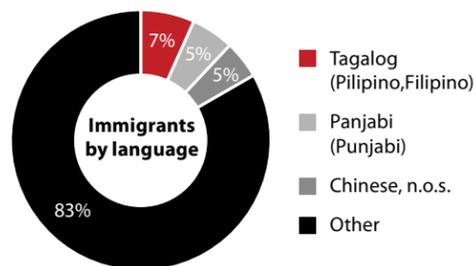
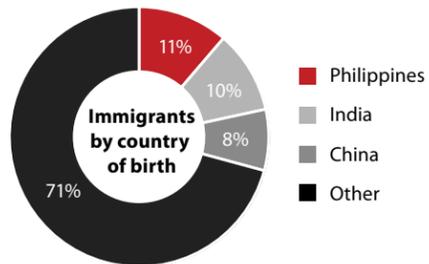
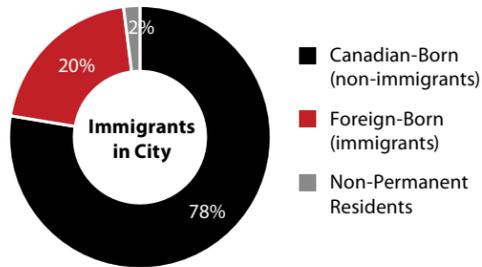
Municipal governments are involved in a range of activities that support immigrants living in their city. This paper focuses only on the strategic initiatives and policy responses led by Canadian and international municipal governments to address the needs of immigrants living in their cities.

This municipal scan provides the context to identify and understand The City of Calgary's role in immigrant inclusion and the foundation to provide strategy recommendations for the Welcoming Community Policy's Corporate Plan.

EDMONTON, ALBERTA

MUNICIPAL STRATEGIES / POLICIES

- Multiculturalism Council Initiative
- Diversity & Inclusion Framework
- An Edmonton for All Action Plan
- Immigration and Settlement Council Policy
- EndPovertyEdmonton
- Edmonton Local Immigration Partnership
- Multicultural Relations Section



MULTICULTURAL COUNCIL INITIATIVE

Excerpted from http://webdocs.edmonton.ca/siredocs/published_meetings/57/315181.pdf#search=cr 1057 on June 15, 2016

Creating a socially inclusive Edmonton, where newcomers and other citizens are able to be involved in all aspects of the economic, social, political, and cultural dimensions of civic life. Focus areas include:

Spaces for Gathering, Programming & Activities

- Support communities to access and develop new/using existing spaces.

Development of a Local Immigration Partnership Council

- Bring together a broad sector of agencies, institutions, businesses and communities to create a community plan and setting priorities to assist with welcoming newcomers in Edmonton.

Social Inclusion Initiatives

- Bring together groups that experience discrimination, marginalization, and other various forms of prejudice towards the creation of a common platform for shared advocacy, education and collective action. Mediation, reconciliation and restorative justice initiatives would be supported when necessary and identified by the community.

DIVERSITY & INCLUSION (D&I) FRAMEWORK

Excerpted from [http://www.edmonton.ca/city_government/documents/Final Diversity Inclusion Framework Implementation Plan.pdf](http://www.edmonton.ca/city_government/documents/Final_Diversity_Inclusion_Framework_Implementation_Plan.pdf) on June 15, 2016

Creating an innovative organization that works smart, a City workforce that attracts and leverages diversity in its staff to create programs and services that meet the diverse needs of the changing communities they serve. Goals include:

Having a Workforce That is Broadly Reflective of the Community

- Undertake regular employee surveys and employment outreach.
- Review recruitment, development and retention practices to ensure barriers to employment are identified and addressed (lens).
- Create mentoring and internship opportunities across organization.

Identifying & Addressing Barriers Within Organizational Systems

- Build awareness of D&I Lens and apply lens to identify barriers in policies, plans, practices, programs and services.
- Develop and implement actions plans to address identified barriers.

Attracting & Retaining a Talented Workforce Skilled at Working in an Inclusive & Respectful Manner With One Another & With the Community

- Develop and implement a respectful workplace policy & establish and implement procedures to address violations.
- Implement communication plan to increase employee awareness of D&I goals, expectations, roles and performance measures.
- Implement education and training plan.

Creating Processes, Policies, Plans, Practices, Programs & Services That Meet the Diverse Needs of Those They Serve

- Establish processes to actively solicit perspectives and ideas from staff.
- Create a public involvement framework.



AN EDMONTON FOR ALL STRATEGY

Information was sent by Jennifer Fowler, Director of Multicultural Relations on May 17, 2016.

Goals that support immigrant inclusion include:

Provide & Support Training, Education & Awareness Initiatives that Create an Internal City of Edmonton (COE) Culture that is Educated & Responsive to Diversity

- Develop an internal communications strategy and brand to inform the City of Edmonton about the work and services offered by the Multicultural Relations Section.
- Support the creation of learning opportunities for staff in intercultural competence.
- Research trends, issues, and best practices regarding social cohesion, inclusion, diversity, and intersectionality.

Support & Facilitate Multi-Sector Efforts Towards Inclusion & Cohesion

- Facilitate the formation of the Local Immigration Partnership.
- Build and nurture multi-sectoral relationships for information sharing, advocacy, and action to better serve Edmonton's ethno-cultural communities.
- Participate and maintain key networks.

Support Community Members & Organizations in Accessing, Operating &/or Managing Welcoming Spaces for Newcomers

- Support the development and operation of multicultural centres as per council directive.
- Develop a strategy to work with community organizations to identify and facilitate opportunities for ethno-cultural communities to access existing spaces.

Reduce Barriers to Equitable Access & Improve Responsiveness of COE Policies, Programs, & Services to Meet the Varied Needs of Edmonton's Diverse Communities

- Identify barriers to equitable access to services.
- Inform diverse community groups about City of Edmonton programs and services.
- Promote civic engagement of Edmonton's diverse communities in COE programs.
- Provide COE partners and staff with models and best practices of integration, inclusion and coordination.
- Facilitate interaction among diverse communities to increase mutual awareness, respect and understanding.

Promote & Support Intercultural Appreciation, Learning & Engagement Between Community Groups

- Support, plan, organize and facilitate public events and celebrate and acknowledge cultural diversity and human rights.
- Support interfaith and intercultural dialogues, projects and programs.
- Support opportunities for cultural events and arts projects reflecting Edmonton's diverse communities.

IMMIGRATION AND SETTLEMENT COUNCIL POLICY

Excerpted from https://www.edmonton.ca/city_government/documents/PoliciesDirectives/C529.pdf on June 15, 2016

Enabling the City of Edmonton (COE), within its mandate as municipal government and service provider, to work with all other orders of government; economic, social and cultural institutions; and immigrants to attract newcomers and provide support to enable immigrants to develop a sense of identity, belonging and full participation in the social, economic, cultural and political life of Edmonton. Focus areas include:

Economic Integration

- The COE promotes full integration of newcomers within Edmonton's economic mainstream.

Intergovernmental Relations

- The COE will engage other orders of government in order to participate in formal discussions and decision-making related to immigration policy and program development that potentially impacts Edmonton.
- The COE will seek partnerships with other orders of government in order to access funding for projects that address mutual objectives in the area of immigration and settlement.

Service Access & Equity

- As a support to successful settlement, The COE programs and services will continue to be made accessible to newcomers.

Planning & Co-ordination

The COE immigrant policies and programs will be consistent with and contribute to the achievement of Diversity and

Inclusion Framework goals. In so doing, the City will support inter-departmental and inter-governmental collaboration.

Communication, Public Awareness & Education

The COE will provide public information, effective communication, staff development and research that supports the successful settlement and promotes a welcoming and positive municipal and public climate for immigrants.

Community Building & Inclusion

- The COE will encourage and support immigrant and refugee communities' participation in all aspects of municipal life.

Immigrant Women

- Given particular vulnerabilities and challenges faced by some immigrant women, the COE programs and services will be responsive to their issues and needs.

ENDPOVERTYEDMONTON (EPE)

Excerpted from <http://www.endpovertyedmonton.ca/> on June 15, 2016

Aiming to end poverty in Edmonton, not to merely manage it or help people cope with it. It builds a strong case for ending poverty on three fronts: the economic argument, the human rights case and the public opinion approach. Priorities that support immigrant inclusion include:

Eliminate Racism

Indigenous people, immigrants and refugees, women, youth and seniors all experience discrimination in workplaces, housing, services and facilities that exclude them from opportunities and put them at risk of poverty. Taking steps to eliminate racism will remove barriers to full participation by all Edmontonians in community life.

- Appropriately resource agencies that support intercultural learning related to Aboriginal history and experiences of visible minorities, particularly for new immigrants.
- Expand human rights, anti-racism and intercultural competence training programs for providers of front-line services as well as City and government workers.
- Monitor and report on the diversity of its workforce at the City of Edmonton (COE).

Make it Easier to Vote & Participate in Elections

Providing easier access for those in poverty to participate in the electoral process will ensure the political landscape is more reflective of all who live here.

- Advocate removing barriers that hinder people's ability to participate in the electoral process such as accessible, easy-to-read resources, transit passes and more.
- Work with partners to increase the number of Aboriginal candidates, women, youth and people with a range of ethnicities including newcomers, to run for elected positions.

Make Edmonton a "Human Rights City"

By ensuring human rights are upheld in Edmonton, we will make certain that all citizens of every colour, ethnicity, sexual orientation and religious background have equal access to the resources and opportunities they need to reach their full potential and participate equally within in the community.

- Create and promote a Day of Dignity to elevate the importance of human dignities.
- The City initiates its own statement of human rights and reviews its policies and bylaws to support this statement.

Reduce Barriers to Getting Information & Accessing City Programs & Services

Limited knowledge about COE services and programs remains a significant barrier to using them, especially for those who have limited literacy or English language skills. These are barriers to participation in City programs, initiatives, events and community engagement processes.

- Explore multiple forms of communicating City programs and services to diverse Edmontonians.
- Design new ways of engaging people living in poverty and those with barriers to participation in City consultation and engagement processes.

Improve Skills Training to Help People Gain Sustainable Employment

Job-readiness for those unemployed and underemployed is a priority to find work and stay in them. It is well known that among underemployed workers in the city, internationally trained professionals are those that are most impacted.

They end up in low-paying jobs because of the length and stringent requirements of getting professional accreditation. The COE and businesses can lead by example in creating opportunities for newcomers to find suitable employment.

- Increase the number of paid internships within City departments for qualified newcomer residents seeking to build their Canadian work experience.
- Advocate for increased access to bridging programs that support internationally trained professionals to enter regulated professions.
- Advocate for targeted employment support strategies for those who face labour market barriers through a tripartite partnership with businesses, agencies and the Province.



Advocate for Livable Incomes for Edmontonians

A livable income is the amount of income an individual or family needs to meet basic needs, maintain a safe, decent standard of living in their community, and save for future needs and goals. Achieving livable incomes can also be viewed from a broader perspective of narrowing income gaps to stem the tide of growing income inequality. It starts with living wage and is sustained by adequate workplace benefits. Beyond living wage, employers and corporations can also explore asset-building tools such as matched savings, education and training grants, home ownership incentives and profit-sharing.

- Implement a living wage policy for all COE staff and contracted services.
- Implement a recognition program for businesses that provide living wages for workers.
- Advocate for a guaranteed annual income that allows individuals and families to meet their physical, emotional and social needs.
- Encourage employers to provide employee benefits and incentives that support sustained employment such as child care and supplemental health and dental care.

Grow Social Enterprises to Build Sustainable Livelihood & Assets

Social enterprises or social business models are an emerging approach adopted by corporations to practice social responsibility beyond philanthropy. In Edmonton, the full development of social enterprises is confronted with many challenges: complicated and costly requirements to start-up a new business and limited funding through income-generating loans, thus there are few opportunities for low income individuals to have access to resources to start a small business.

- Collaborate with the City's Emerging Economy and Ignite Edmonton initiatives to ensure that inclusive language and access points are used to reduce barriers to entrepreneurship.
- Invest in funding and programs to build the entrepreneurship capacity of low-income Edmontonians.
- Collaborate with the business sector to open opportunities for social enterprise support including business partnerships, small business loans and business mentoring programs.

EDMONTON LOCAL IMMIGRATION PARTNERSHIP (ELIP)

Excerpted from <http://elip.ca/> on June 15, 2016

Creating a more welcoming community by convening agencies, service providers and community groups to collaborate and strengthen a their ability to successfully welcome immigrants. The goals of each sector working groups include:

Community Safety

Improve community safety and address safety issues immigrants and newcomers face in Edmonton.

Health & Community Wellness

Develop recommendations on how to improve access to health services in Edmonton.

Research

Support the development of research projects related to immigration and settlement in Edmonton, and provides expertise and guidance to all working groups, and the Council.

Settlement & Inclusion

Improve access and address barriers to social inclusion for newcomers. This working group is composed of practitioners from a cross-section of traditional and non-traditional settlement organizations who work directly with immigrants and newcomers to Edmonton.

Skills Training & Employment

Provide opportunities for immigrants and newcomers to build on pre-existing skills and get them ready for the job market.

MULTICULTURAL RELATIONS SECTION

Excerpted from http://www.edmonton.ca/programs_services/for_communities/multicultural-relations-services.aspx on June 15, 2016

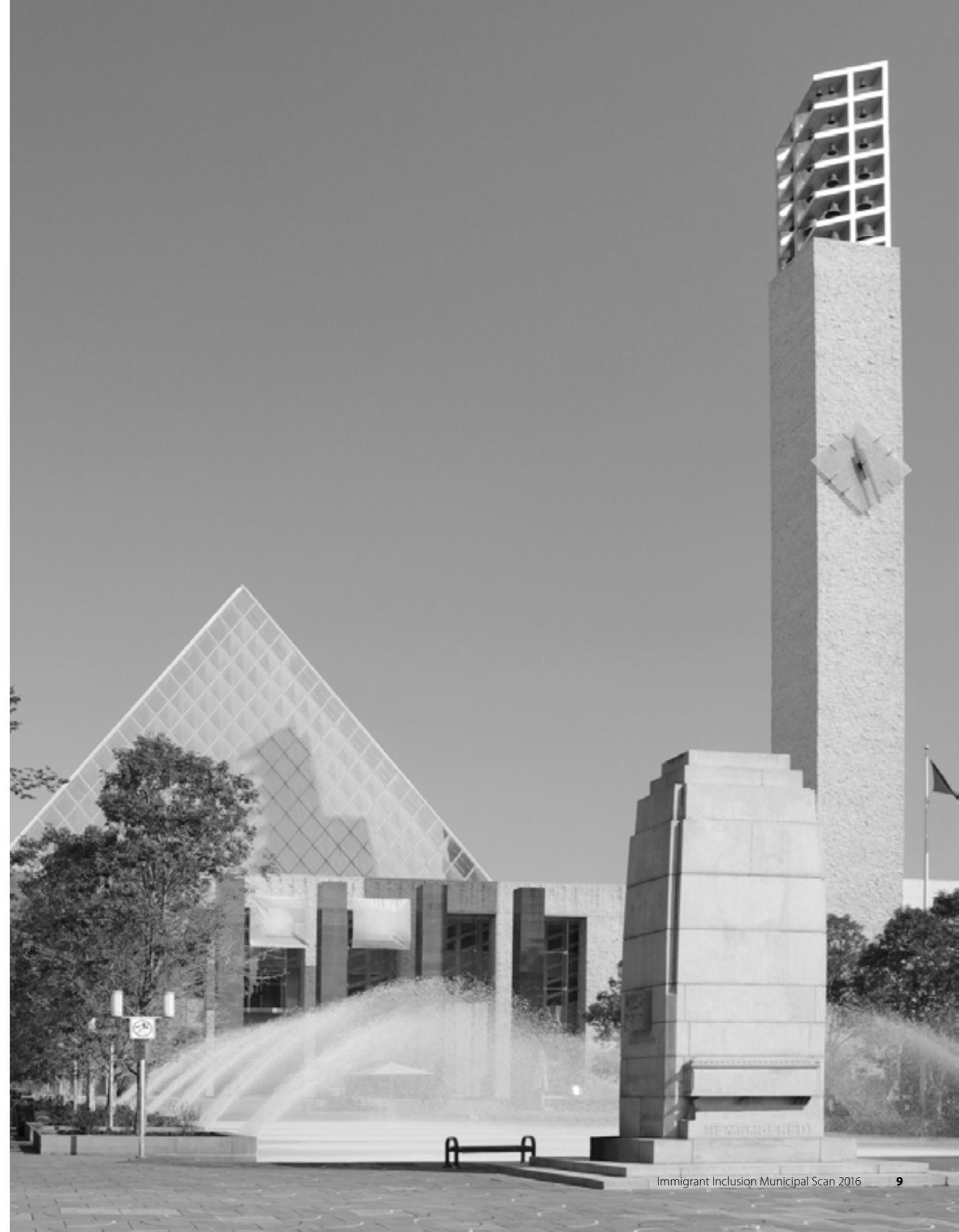
Working towards creating a socially inclusive Edmonton, where newcomers and other citizens are able to be involved in all aspects of the economic, social, political, and cultural dimensions of civic life.

Focus Statement

Engaging the wisdom and experience of Edmonton's culturally diverse and socially marginalized communities to foster relationships and opportunities for participation in civic and community life, as part of building a welcoming, inclusive and cohesive city.

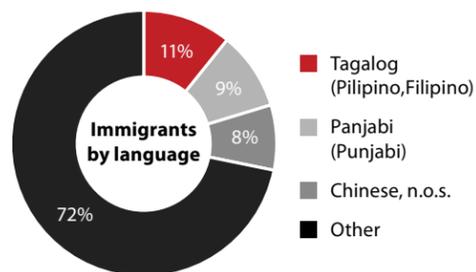
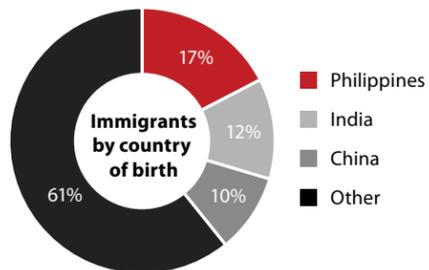
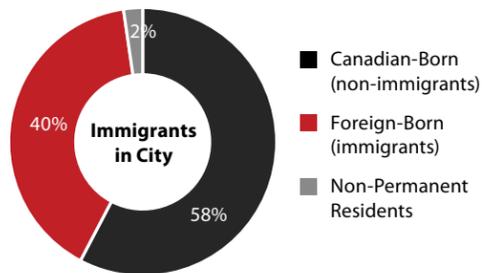
Principles

- Collaboration and community engagement.
- Interdepartmental, branch and section integration and collaboration.
- Research of best practices to inform knowledge sharing, effective policy, program and service development and delivery.



VANCOUVER, BRITISH COLUMBIA MUNICIPAL STRATEGIES / POLICIES

- The Dialogues Project
- Cultural Communities Advisory Committee
- Equal Employment Policy
- Vancouver Immigration Partnership
- Healthy City Strategy
- Vancouver Culture Plan 2008-2018



THE DIALOGUES PROJECT

Excerpted from <http://vancouver.ca/people-programs/dialogues-project.aspx> on June 15, 2016

Increasing understanding and strengthened relations between Aboriginal and immigrant/non-Aboriginal communities. Its focus is on diverse conversations among three main communities: The original inhabitants, the urban Aboriginal peoples who have come to Vancouver from other territories; and immigrants. It is aimed to create cohesive communities by exploring the stories of Vancouver's First Nations, urban Aboriginal and immigrant communities. Main initiatives include:

Story Gathering & Community Research

Stories build community and create understanding. The project aims to create cohesive communities by exploring the memories and oral histories of peoples who have taken different journeys to create a home in Vancouver.

Dialogue Circles

A facilitated discussion group where interested participants get together to talk about a particular topic. One of the main goals for participants is to seek for understanding about who the original inhabitants of this land are and their history; including what it means to be an immigrant/refugee.

Cultural Exchange Visits

Different communities come together to discuss issues related to First Nations, urban Aboriginal and immigrant experiences. One of the communities would act as a host and invite participants from the other communities to visit and learn something about them. In turn, the host community would learn something about the visitors.

Youth and Elders Program

Youth and elders from Aboriginal and immigrant communities speak to interested groups about the project's goals and aspirations. They motivate further community engagement on the issues. The project also encourages inter-generational relationship building.

Legacy Projects

Create something tangible and longer-lasting, with wider impact on community members who may not have directly participated in the Dialogues Project.

CULTURAL COMMUNITIES ADVISORY COMMITTEE

Excerpted from <http://vancouver.ca/your-government/cultural-communities-advisory-committee.aspx> on June 15, 2016

Advising City Council on enhancing and inclusion for Vancouver's diverse cultural communities to fully participate in City services and civic life (formerly known as the Multicultural Advisory Committee).

EQUAL EMPLOYMENT POLICY

Excerpted from <http://vancouver.ca/your-government/diversity-in-hiring.aspx> on June 15, 2016

The City's Equal Employment Opportunity (EEO) Program works with Human Resources to implement the City's Equal Employment Policy by supporting the recruitment and retention of a diverse workforce. EEO also ensures that hiring practices are fair and equitable.



VANCOUVER IMMIGRATION PARTNERSHIP (VIP)

Excerpted from <http://www.vancouverimmigrationpartnership.ca/> on June 15, 2016

In July 2014, the City of Vancouver and Citizenship and Immigration Canada (CIC) entered into an agreement to undertake a local immigration partnership. VIP aims to assist immigrants on their path to becoming Vancouverites. The Mayor's Working Group on Immigration, which advises the City on immigration policy and related issues, is the overall governance group for the initiative and guides the overall direction of VIP. Strategic areas include:

Enhancing Newcomers Access to Services & Programs

VIP will examine and address the issues to improve service coordination across immigrant service organizations and mainstream service sectors.

Strengthening Intercultural & Civic Engagement

VIP will propose civic engagement activities that bring together newcomers and longtime residents with the purpose of strengthening social relations and community cohesion.

Creating Welcoming & Inclusive Workplaces

VIP will continue to seek ways of partnering with businesses and employers to foster welcoming and inclusive workplaces for all. These strategies will build on the successful pilot projects with small businesses and local Business Improvement Associations that the Welcoming Communities Project (WCP) developed in 2013.

Engaging Governments & Public Institutions to Address Newcomer Needs

VIP will examine how governments and public institutions can respond to newcomers needs including in housing, health and access to local and municipal services.

The Mayor's Working Group on Immigration (MWGI)

The MWGI assists VIP with the development of a Vancouver Immigrant Settlement and Integration Strategy by providing strategic leadership, endorsing the strategy and making a recommendation for adoption by City Council. It is made up of 18 people representing the business, academic, community service, education, health, police, and legal sectors. The group reports to the Mayor and Council.

HEALTHY CITY STRATEGY

Excerpted from <http://vancouver.ca/files/cov/Healthy-City-Strategy-Phase-2-Action-Plan-2015-2018.pdf> on June 15, 2016

The Healthy City Strategy was unanimously approved by Council in 2014 and is guided by a vision of a city where together they are creating and continually improving the conditions that enable all of them to enjoy the highest level of health and well-being possible. Priorities that support immigrant inclusion include:

Making Ends Meet & Working Well

Our residents have adequate income to cover the costs of basic necessities and have access to a broad range of healthy employment opportunities.

- Assess the steps which need to be taken to implement a Living Wage Policy at the City of Vancouver.
- Create a formal social procurement framework to guide the City of Vancouver's procurement practices.
- Create a network of services to provide social entrepreneurs with capacity-building opportunities; connect them with existing physical spaces to test new ideas and business models; and explore opportunities to showcase these in public using residual or underused spaces.

Being & Feeling Safe & Included

Vancouver is a safe city in which residents feel secure.

- Develop and deliver broad based training to enhance capacity when addressing conditions, particularly trauma, that creates vulnerability (including for example newcomer settlement).

VANCOUVER CULTURE PLAN 2008-2018

Excerpted from <http://vancouver.ca/parks-recreation-culture/culture-plan-2008-2018.aspx> on June 15, 2016

Promoting and enhancing the culture and creative diversity of the City of Vancouver to the benefit of their citizens, creative community, and visitors. They will build upon Vancouver's current diverse and plentiful artistic and entertainment offerings to create a new dynamism and pride in their cultural life. Strategic areas that support immigrant inclusion are:

Connecting

Vancouver has its own unique cultural system made up of creators, organizations, festivals, celebrations, businesses, government, and communities. They will channel this network of creativity, collaboration and entrepreneurship toward a new, energized commitment to connecting people, ideas and communities. They will find practical ways to connect people and communities, so cultural partners can work effectively together, and more citizens can participate in a wide range of cultural activities.

Learning

Their strong educational systems and resources, ranging from their schools to their museums and libraries, will let them enhance and expand cultural awareness, expression and creativity. They will collaborate with their partners in the community to embed cultural awareness, instruction and programming within all their institutions and systems.

Neighbourhoods

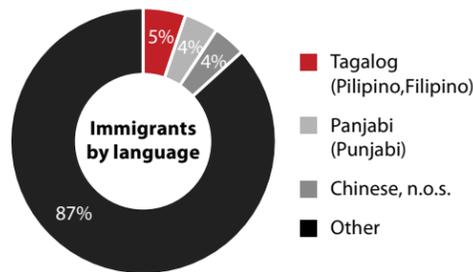
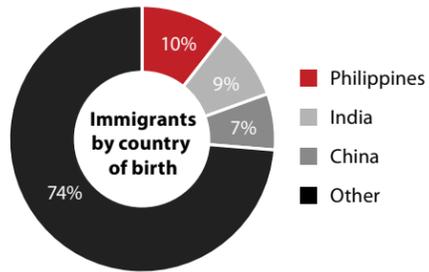
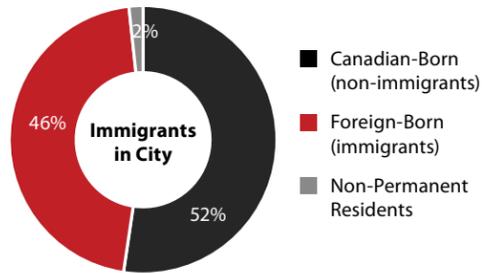
They will engage residents, artists and businesses to build on individual neighbourhood identities and ensure that Vancouver's rich culture, diversity, and creativity thrive and are accessible to all. They will help neighbourhoods develop their own culture plans and make neighbourhood culture a central part of the city's cultural life.



TORONTO, ONTARIO

MUNICIPAL STRATEGIES / POLICIES

- Toronto Newcomer Strategy
- Toronto Newcomer Office
- Integrating Cities Charter
- Equity, Diversity and Human Rights
- Talent Blueprint
- Working as One
- Hate Activity Policy
- Social Procurement Program
- Equity Lens
- Toronto Strong Neighbourhoods
- Toronto Newcomer Day



TORONTO NEWCOMER STRATEGY

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=1484ca8ab6ed0510VgnVCM10000071d-60f89RCRD> on June 15, 2016

Improving newcomer settlement through shared leadership, stronger collaboration and a more seamless and well-coordinated service system. There are three components to the Toronto Newcomer Strategy: the Newcomer Leadership Table, Local Immigration Partnerships and Strategic Pillars. Strategic focus areas include:

Advancing Labour Market Outcomes

The City's work to improve labour market outcomes for newcomers revolves around three key strategies – *Collaborating for Competitiveness*, *Strong Neighbourhoods 2020*, and *Working as One: A Workforce Development Strategy for Toronto* (WDS) – that collectively work to sustain and advance economic growth, ensure all communities share in the opportunities that are created, and better connect jobseekers and employers.

Vulnerable populations, including newcomers, are at the heart of the City's work with jobseekers. The City regularly connects newcomers to a range of employment opportunities through its workforce development initiatives. The City also partners with employers, community-based settlement organizations, and community-based employment organizations to improve labour market outcomes for newcomers.

- Offer settlement services in City employment centres: Together Toronto Newcomer Office (TNO) and Toronto's Employment and Social Services (TESS) will explore opportunities for settlement workers to offer services on site in select employment centres.
- Promote business start-up programs to newcomers: TNO will work with Economic Development and Culture and TESS to facilitate the promotion of Toronto's entrepreneurship programs to the settlement sector and to newcomers interested in starting a business.

Improving Access to Municipal Supports

TNO, as part of Social Development, Finance and Administration will continue to work with internal and external stakeholders to improve newcomer access to City services.

- Adoption of the Integrating Cities Charter by Council.
- Access T.O. for Undocumented Torontonians.

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=9dfc33501bac7410VgnVCM10000071d-60f89RCRD> on June 15, 2016

In February 2013, City Council reaffirmed its commitment to ensuring that Torontonians, regardless of immigration status, have access to City services without fear of being asked for proof of status.

- Refugee Resettlement Program.

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=93614790451a1510VgnVCM10000071d-60f89RCRD> on June 15, 2016

There will be targeted and coordinated supports to help ensure programs, services, and opportunities are available to meet the needs of Syrian refugees and private sponsor groups.



- City of Toronto Immigration Portal.

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=6fa6ba2ae8b1e310VgnVCM10000071d-60f89RCRD> on June 15, 2016

This web portal was created to ensure Toronto's newcomers are well-informed at every stage of the immigration process.

Supporting Civic Engagement and Community Capacity

Through consultations with LIPs, newcomers and other stakeholders, it has been identified that the capacity of community organizations needs to be strengthened in order to better respond to newcomer needs. Also, newcomer civic engagement needs to be encouraged and fostered in order for newcomers to become an active part of community. In this context, stigma, discrimination and social isolation were identified as barriers to greater newcomer participation.

On June 2013, City Council made a request to the Minister of Municipal Affairs and Housing to "amend the necessary legislation to allow permanent residents the right to vote in municipal elections." It looked at voting rights as a form of social inclusion and that everyone has a role to play in securing municipal franchise. The current approach to voting as a reward connected to citizenship needs to shift towards voting being a tool for engagement and participation.

- Anti-rumours campaign: To improve social cohesion and coexistence of migrants and the local population, the City of Toronto wants to launch a campaign similar to the City of Barcelona to contest negative and unfounded rumours and stereotypes about migrants.

Promoting and Supporting Good Health

The report The Global City: Newcomer Health in Toronto (2012) identified health as a settlement issue. Most newcomers arrive in good health, but experience a health decline over time due to the stress associated with migration, settlement and adaptation. Activities would include:

- Annual newcomer health forum.
- Knowledge Exchange.
- Continued work related to immigrant children.

TORONTO NEWCOMER OFFICE

The City of Toronto's Newcomer Office takes a leadership role in promoting inclusion and local prosperity of newcomers in Toronto by facilitating the implementation of the Toronto Newcomer Strategy and the Toronto Refugee Resettlement Program. The Office provides management support to the Newcomer Leadership Table and works closely with Local Immigration Partnerships, City Divisions and external stakeholders.

INTEGRATING CITIES CHARTER

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=09c1a62fa3f3a410VgnVCM10000071d-60f89RCRD&vgnextchannel=adb8f40f9aae0410VgnVCM10000071d60f89RCRD> on June 15, 2016

The City of Toronto became the first city outside of Europe to sign the Integrating Cities Charter. It is a formal commitment to provide equal opportunities for all residents, to integrate immigrants, and to embrace the diversity of all communities across the city. The Charter requires the municipal government, as a policy maker, service provider, employer and buyer of goods and services, to provide equal opportunities for all residents, to integrate migrants and to embrace diversity. Commitments include:

As Policy-Makers They Will

- Actively communicate our commitment to equal opportunities for everyone living in the city.
- Ensure equal access and non-discrimination across all our policies.
- Facilitate engagement from migrant communities in our policy-making processes and remove barriers to participation.

As Service Providers They Will

- Support equal access for migrants to services to which they are entitled, particularly access to language learning, housing, employment, health, social care and education.
- Ensure that migrants' needs are understood and met by service providers.

As Employers They Will

- Take steps where required to reflect our city's diversity in the composition of our workforce across all staffing levels.
- Ensure that all staff, including staff with a migrant background, experience fair and equal treatment by their managers and colleagues.
- Ensure that staff understand and respect diversity and equality issues.

As Buyers of Goods and Services They Will

- Apply principles of equality and diversity in procurement and tendering.
- Promote principles of equality and diversity amongst our contractors.
- Promote the development of a diverse supplier-base.

EQUITY DIVERSITY AND HUMAN RIGHTS (STRATEGIC PLAN)

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=d84ae03bb8d1e310VgnVCM10000071d-60f89RCRD> on June 15, 2016

Ensuring that the City's services, programs and policies are responsive to the needs of Toronto's diverse communities by:

- Providing expert advice to the City Manager Council, divisions and employees; aligning corporate programs with legislative requirements, policy commitments and strategic priorities to foster equity, diversity and inclusion in all City practices.
- Aligning and implementing key corporate and community initiatives to achieve service excellence.
- Administering human rights and service delivery complaints processes.

Strategies that support immigrant inclusion are:

Leadership Development Strategy

Create a leadership development strategy for senior management that promotes shared commitment and performance, facilitating the successful integration of access, equity, diversity and human rights considerations into the City's policies, services, programs and processes.

- Develop robust outreach strategies to increase diverse representation at the senior leadership levels and on Boards of Agencies and Corporations as per the Talent Blueprint.
- Provide orientation and training on access, equity, diversity and human rights policies, legislation, regulations, initiatives and corporate goals.

Learning Strategy for Capacity-building

Develop a formal learning strategy to equip employees, through innovative learning, with the skills and knowledge required to create and maintain an inclusive culture and enables them to better serve the City's diverse population.

- Develop educational resources and e-learning aids to raise awareness of equity policies and initiatives such as: the Equity Lens, Count Yourself In: Workforce Survey, Annual Achievements report, and inclusive dispute resolution processes.

TALENT BLUEPRINT 2014-2018

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=1e8fbcc93be15410VgnVCM10000071d60f89RCRD&vgnextchannel=ebf8e03bb8d1e310VgnVCM10000071d60f89RCRD> on June 15, 2016

Ensuring that the corporation has a public service that anticipates and meets the needs of residents, businesses and visitors of the city of Toronto. Their focus will be placing people in the right roles and optimizing their skills, abilities and capacities to drive their organization's success. The Talent Blueprint identifies actions within four focus areas that management and staff, in partnership with Human Resources, must participate in and implement to increase the quality of talent of all employees and managers across the Toronto Public Service. The strategic area that support immigrant inclusion is:

Diversity

A public service that reflects the population they serve and values and champions diversity, access, inclusion and respectful behaviour.

- Identify and implement actions that will increase workforce data collection and reporting and overall workforce diversity with unions and associations.
- Measure, develop and implement strategies to increase representation at all levels of management in the organization.

- Increase leadership knowledge of equity and diversity issues related to the City as an employer and service delivery.
- Establish a senior leadership action group to oversee equity, diversity and human rights initiatives.



WORKING AS ONE: A WORKFORCE DEVELOPMENT STRATEGY

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=1484ca8ab6ed0510VgnVCM10000071d60f89RCRD> on June 15, 2016

Enhancing the employment service system to mutually benefit employers and jobseekers. Implementation of the strategy will happen in conjunction with the Economic Growth Plan, 2012-2014 and the Toronto Strong Neighbourhoods Strategy 2020.

Working as One focuses on publicly funded services to employers and jobseekers. The focus is on where government resources and services can most benefit employers and jobseekers and where the City of Toronto can work most effectively to manage these services. To that end, this report proposes a role for City government that is based on what works and on what produces maximum results. Strategic areas include:

Working with Businesses & Employers

Working with businesses and employers to assist them to fill jobs or identify the types of training and skills development required to fill current or future jobs.

- **Integrated employment plans:** Develop in conjunction with employers, other governments and service providers. This involves ensuring that large scale public or private projects that will create jobs have an employment plan incorporated into the project from the outset, thereby identifying potential jobs. Such plans provide a basis for lining up the employment, educational and other services needed to prepare workers to seek these opportunities, and to assist employers to match jobs with people who have the requisite skills.
- **Capitalizing on public sector opportunities:** Leveraging its **procurement processes** to increase access to local employment and training initiatives. Given the scale and

breadth of the City's purchasing and contracting activities, the scope of employment opportunities is potentially wide reaching. By better linking procurement processes and workforce development priorities, the City of Toronto can maximize the creation of employment and training opportunities for residents.

- **Coordinating Access:** With respect to workforce development, it is not enough to see employers as customers of City services; they must also be active partners in City initiatives. This means looking at initiatives and opportunities from an employer's point of view. Establishing strong and productive partnerships with employers is an incremental process. It requires responding to different employer needs by adapting how the City works with them to meet their needs.



- Developing better employer gateways. The City is partnering with the Toronto Region Immigrant Employment Council (TRIEC) to establish a coordinated approach to employer engagement.
- Engaging employers on their terms. Some employers participate in workforce development as recruiters, addressing their short term hiring needs by hiring pre-screened candidates. Others participate as partners, by assisting in the design and delivery of specific initiatives. Some participate as leaders, championing broader sector-based initiatives or community redevelopment efforts that open up access to new networks and serve as a catalyst for other employers to get involved.
- Customizing Services for Employers: Economic Development and Culture (the traditional business-facing arm division of the City) and Toronto Employment and Social Services (the primary division serving jobseekers) are coordinating their efforts so that they can work to better serve employers and business sectors. This means making sure employers are aware of and have access to the full range of City services and supports available to them. The goal is to provide services in streamlined and efficient ways that address employer requirements.

Working for Job Seekers

- Integrating employment services planning to better coordinate service delivery and individual programming. This means working to identify inefficiencies in the current array of programs and examining ways to align and collaborate to deliver better services to jobseekers. There is a critical need for local government leadership in the area of employment services planning and management - even when services are not directly funded or delivered by cities.
- Coordinating and simplifying system access for jobseekers. The emphasis is on creating visible public entry points to the full range of employment services in Toronto by providing multiple channels that offer differentiated levels of support. Opportunities to better align employment centres across the city and to strengthen the City's approach to job matching are highlighted.
- Customizing key services in ways that reflect both changes in the labour market and varying degrees of individual job readiness of individuals. It also addresses the role of critical income and stabilization supports in terms of supporting jobseekers to find and keep employment.

HATE ACTIVITY POLICY

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=317ed5356e439310VgnVCM1000003dd60f89RCRD&vgnextchannel=1d7ae03bb8d1e310VgnVCM10000071d60f89RCRD> on June 15, 2016

Assisting in the identification of a hate motivated crime or incident and identifying appropriate ways in which to respond. The goal of the City's Hate Activity Policy is to establish and maintain a hate-free City as required under the City of Toronto Human Rights and Anti-Harassment/Discrimination Policy, the Ontario Human Rights Code, the Criminal Code of Canada and Canadian Human Rights Act. The City of Toronto believes that diversity strengthens and enriches the community socially, politically, culturally and economically. In support of this belief, the City of Toronto condemns the promotion of hatred and promotes an environment without hate. The City of Toronto is committed to eliminating hate activity by:

- Ensuring that every member of Council and their staff, all City employees, employees of the City's Agencies and Corporations, Accountability Officers and their staff, and service recipients can work and are serviced in an environment without hatred.
- Facilitating the combined efforts of various sectors in responding to hate, including but not limited to: staff, the police, community groups, elected officials and other levels of government.
- Publicly condemning the actions of hate groups/ individuals and racist organizations.

SOCIAL PROCUREMENT PROGRAM

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=b0f58b2ec8784510VgnVCM10000071d60f89RCRD&vgnextchannel=de8f727e05c79410VgnVCM10000071d60f89RCRD> on June 15, 2016

Helping to reduce poverty in Toronto by making it easier for diverse suppliers to compete for City contracts. It also creates employment and training opportunities for those living in poverty.

Diverse suppliers are businesses that are more than 50% owned by members of equity-seeking communities, such as Aboriginal Peoples, racialized people, people with disabilities, newcomers, women and LGBTQ2S people. Diverse suppliers can also be social purpose enterprises that have a social mission and employ people experiencing economic disadvantage.

EQUITY LENS

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=a7c9bed42576b310VgnVCM10000071d60f89RCRD&vgnextchannel=d84ae03bb8d1e310VgnVCM10000071d60f89RCRD> on June 15, 2016

The Roundtable on Access Equity and Human Rights developed an Equity Lens for Council and the Toronto Public Service to use when they prepare reports and review programs and services. This tool will guide staff and Council in removing human rights barriers as they plan, develop and evaluate policies, services and programs. The equity lens will be applied to all strategic policy and program reports.

TORONTO STRONG NEIGHBOURHOOD STRATEGY (TSNS 2020)

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=42653745ba9a9410VgnVCM10000071d60f89RCRD> on June 15, 2016

Supporting healthy communities across Toronto by partnering with residents, businesses and agencies to invest in people, services, programs and facilities in specific neighbourhoods. This will strengthen the social, economic and physical conditions and deliver local impact for city-wide change. Strategies that support immigrant inclusion are:

Connect Residents to Quality Jobs

- Purchase goods and services from employers who provide decent work and quality jobs for disadvantaged or racialized communities (Social Procurement Policy).
- Support foreign-trained newcomers to access professional jobs.

Make City & Community Services More Accessible

- Reduce language barriers to City services.

TORONTO NEWCOMER DAY AND MAYOR PROCLAMATION

Excerpted from <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=098f4367805a4510VgnVCM10000071d60f89RCRD&vgnextchannel=01b4b96fa9811410VgnVCM10000071d60f89RCRD> on June 15, 2016

Newcomer Day will fall annually on the last Friday in May.

Toronto Newcomer Day

May 24, 2016

WHEREAS Toronto is one of the most diverse cities in the world, built on immigration and committed to the successful integration of newcomers.

Each year, tens of thousands of people from around the world choose Toronto as their new home. Half of the city's residents have been born outside of Canada and Toronto has a long history of welcoming newcomers and helping them settle and integrate.

In 2014, Toronto became the first city outside of Europe to sign the Integrating Cities Charter, re-affirming its commitment to immigrant integration. This proud tradition continues this year, as Toronto welcomes thousands of Syrian refugees to the city as part of Canada's national effort to welcome and resettle this population.

The successful settlement of newcomers in our city is critical for the city's success and an opportunity to enrich Toronto economically, socially and culturally.

Today, we invite you to join us in welcoming our newcomers and celebrate and acknowledge their many contributions to our city.

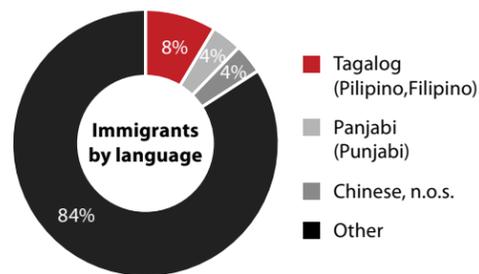
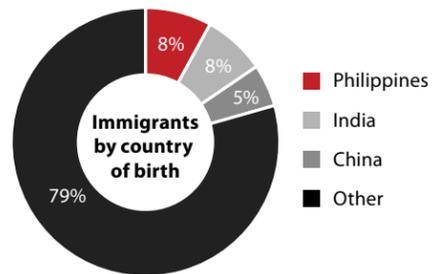
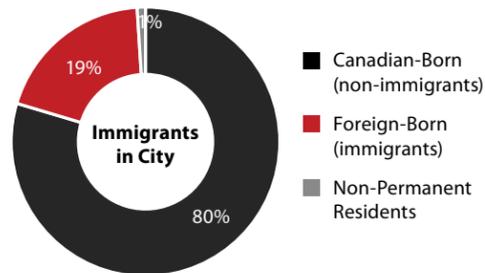
NOW THEREFORE, I, Mayor John Tory, on behalf of Toronto City Council, do hereby proclaim **May 24, 2016** as "**Toronto Newcomer Day**" in the City of Toronto.



OTTAWA, ONTARIO

MUNICIPAL STRATEGIES / POLICIES

- Municipal Immigration Strategy
- Equity and Diversity Policy
- Equity and Inclusion Lens
- Municipal Immigration Network
- Interpretation Services
- OLIP
- City of Ottawa Immigration Portal



MUNICIPAL IMMIGRATION STRATEGY 2016–2018

Excerpted from <http://app05.ottawa.ca/sirepub/agdocs.aspx?doctype=agenda&itemid=341809> on June 15, 2016

In 2013, Ottawa City Council approved its first City of Ottawa Municipal Immigration Strategy (2012-2014). The Municipal Immigration Strategy 2016-2018 will build on the successes of the first strategy while also aligning with the priorities of Ottawa City Council, the Ottawa Local Immigration Partnership (OLIP), the Ontario Ministry of Citizenship, Immigration and International Trade, and Immigration, Refugee and Citizenship Canada. Its purpose is to enable the City, within its mandate as municipal government, service provider, employer and funder to coordinate its efforts to attract immigrants and to provide the necessary support to enable newcomers to successfully integrate with a sense of belonging to Ottawa. Strategic areas include:

Planning & Coordination of Service Delivery

Improving the accessibility of its programs and services and leveraging its strategic position to contribute to community-wide initiatives.

Strategic Priority #1: Build Internal Capacity to Respond to Immigrant's Needs: The Municipal Immigration Network identified types of information that would assist them to better plan and deliver services to immigrants.

- **Staff Awareness Events:** Events will help staff to better understand the needs of immigrants as well as recognize the skills, experiences and knowledge that immigrants bring to the community.
- **Inventory of City Services Geared to Newcomers:** An annual scan and documentation of programs, services and initiatives geared to newcomers will be conducted in order to identify areas of new/enhanced service delivery, opportunities for internal collaboration and any potential gaps.
- **Data and Measurement Project:** Led by OLIP, the City will participate in developing a database of current and comprehensive statistics and information regarding the immigrant community and their level of integration.

Strategic Priority #2: Collaborate and Contribute to City-Wide Planning: Changes in federal funding policies and programs over the last ten years have resulted in a reduction to local settlement service funding. There is also an increasing variety of agencies offering settlement services (Pathways to Prosperity, 2013). These factors emphasize the need for a systematic and coordinated approach to settlement and integration and for the City of Ottawa to act as a partner in the collective community effort to address newcomer's settlement and integration needs.

- **Continue the City's Immigration Network:** The Immigration Network is a working group comprised of 30 City staff representing various departments and staff from the Ottawa Local Immigration Partnership (OLIP) and the Francophone Immigration Support Network of

Eastern Ontario (FISNEO). Through the Network, current information regarding newcomers and immigrants is shared, and cross-departmental initiatives geared to newcomers are identified and developed.

- **Participation in the Ottawa Local Immigration Partnership (OLIP):** The City of Ottawa actively participates on the OLIP Executive Committee and its various sector tables. This participation will be continued in order to align the City's efforts with those of the community and identify opportunities for increased collaboration.
- **Participation in Francophone Immigration Support Network of Eastern Ontario (FISNEO):** The FISNEO encourages partnerships and coordination to facilitate the integration of Francophone immigrants. The City will continue to participate in the committee to identify opportunities for alignment and collaboration.

Strategic Priority #3: Support the Settlement Sector to Integrate Priority Groups: The City will support the settlement sector's efforts to facilitate the integration of refugees, international students and francophone immigrants.

- **Support the Integration of Refugees:** The City will support the community's efforts to welcome, settle and integrate refugees and participate on community-led and internal planning tables to ensure coordination of actions.
- **Support the Integration of International Students:** The City will implement one initiative per year in support of the community's efforts to integrate international students.

Source: <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=835>

Communication & Public Awareness

The City will actively pursue strategies to attract and retain immigrants.

Strategic Priority #4: Provide Timely Information about Services Available to Newcomers: The primary reason why interested newcomers did not access settlement/community services was a lack of awareness about their availability (OCASI, 2012).

- Maintain and Promote the Immigration Portal on [Ottawa.ca](http://ottawa.ca): As a recognized and well used source of information, the Portal remains one of the City's most effective methods of communicating with immigrants. The City will continue to update and focus on promoting the Immigration Portal.

Strategic Priority #5: Promote and Position Ottawa as a Welcoming Community: In consultations with settlement service providers in 2015, one of the top three themes identified for making Ottawa more welcoming was celebrating cultural diversity and the contributions of newcomers.

- Develop a Talent Attraction Initiative: The City will contribute to the development of supports to attract talent (including internationally trained professionals and international students) to Ottawa.
- Participate in Welcoming Ottawa Week (WOW): WOW is an annual, week-long series of dialogues, cultural and celebratory events designed to convey a genuine welcome and hospitality to newcomers, sponsored by OLIP. The City will continue to contribute both as a participant and as an event host.
- Incorporate Celebrations of Newcomers and Diversity into Ottawa 2017: The Ottawa 2017 Office, in conjunction with community partners, will identify and develop initiatives that celebrate multiculturalism, diversity and immigrants in as part of Canada's 150th anniversary of Confederation.

Employment & Economic Initiatives

Employment is consistently identified as the most important factor in attraction, integration and retention of newcomers,

EQUITY AND DIVERSITY POLICY

Excerpted from <http://ottawa.ca/en/city-hall/your-city-government/policies-and-administrative-structure/equity-and-diversity-policy> on June 15, 2016

Providing quality services by establishing a qualified workforce that reflects the diverse population it serves. The main objectives of this policy are:

- To eliminate barriers in the workplace, commonly known as systemic discrimination and to develop a work environment that promotes equity and diversity.
- To foster an environment that respects people's dignity, ideas and beliefs, thereby ensuring equity and diversity in employment and ensuring customers and others have access to City facilities, products, services, and grants as defined by human rights legislation.
- To contribute to the achievement of the City of Ottawa's business goals and client service delivery.
- To establish a framework that requires all departments within the City to embrace the spirit of equity and diversity in the development of their policies and programs that impact the delivery of City services, the use of City facilities, grants to external agencies and other outwardly focused activities.

as well as the most challenging. The City of Ottawa will improve access to City jobs and support economic integration through entrepreneurship.

Strategic Priority #6: Provide Canadian Work Experience to Newcomers through City Positions: While immigrants identify Canadian work experience as the number one barrier to obtaining employment in their desired field, employers have indicated that the greater concern is communication and soft skills (i.e. awareness of Canadian business culture). Paid internships continue to be a best practice as they provide valuable Canadian work experience, while allowing employees greater time to assess and develop soft skills (Allies, 2015).

- Promote Participation in the Professional Internship for Newcomers (PIN) Program: The City will increase the number of participants, placements and departments in the PIN program, an initiative which offers newcomers short term paid employment opportunities at the City of Ottawa.

Strategic Priority #7: Support Economic Integration through Entrepreneurialism: The Province of Ontario has identified and prioritized an opportunity to leverage the global connections of immigrants to grow international trade (MCIT, 2012). One of two noted approaches for reaching that objective is fostering immigrant entrepreneurialism. Immigrants are almost twice as likely to start a business as their Canadian born counterparts (BDC, 2013). Small-medium enterprises begun by immigrants who have arrived in Canada within the past five years are 5% more likely to export goods and services with countries other than the U.S (Toronto Region Board of Trade, 2015).

- Build the Immigrant Entrepreneur Award Program: The Immigrant Entrepreneur Awards are an annual recognition of immigrant's contributions to the local economy. The City will implement one initiative per year to enhance the program and provide more support to local immigrant entrepreneurs.



EQUITY AND INCLUSION LENS (AND HANDBOOK)

Excerpted from <http://ottawa.ca/en/city-hall/get-know-your-city/statistics-and-economic-profile/equity-and-inclusion-lens> on June 15, 2016

Enabling The City to be systematic, consistent, and coherent in their efforts to promote equity and inclusion in all their work. It will help them understand and respond to the needs and aspirations of their increasingly diverse population; recognize and engage the skills, experience and knowledge of all their residents; create policies, programs and services that address systemic barriers; and attract, promote and retain a talented workforce. The Lens will support the work of Council, management and staff and their business and community partners.

MUNICIPAL IMMIGRATION NETWORK

A cross-departmental planning table with 30 City staff represents 15 departments and representatives from OLIP and the Francophone Immigration Support Network of Eastern Ontario (FISNEO).

INTERPRETATION SERVICES / SERVICE OTTAWA'S LANGUAGE LINE

Excerpted from <http://ottawa.ca/en/city-hall/your-city-government/contact-city-ottawa/interpretation-services> on June 15, 2016

When calling the City of Ottawa, a person may request the assistance of an interpreter. The service is available in over 170 languages. The caller will be placed into a three way call with an interpreter and a City staff member. The interpreter will then provide the caller with an opportunity to discuss services in the language of his/her choice.

OTTAWA LOCAL IMMIGRATION PARTENRSHIP (OLIP)

Excerpted from <http://olip-plio.ca/> on June 15, 2016

The City is a co-founder and active participant in the Ottawa Local Immigration Partnership (OLIP). OLIP brings together over 60 local agencies serving immigrants and community partners in order to facilitate community-wide strategic alignment and the development of effective responses to immigrant attraction, settlement and integration. OLIP's ultimate goal is to maximize the contribution of immigrants to Ottawa's economic and social development.

OLIP and its partners launched an Ottawa Immigration Strategy (OIS) in 2011 and are expected to release an updated version of the strategy in 2016. The Municipal Immigration Strategy has been developed together with the OIS and is designed to align and support the greater community effort.

CITY OF OTTAWA IMMIGRATION PORTAL

Excerpted from <http://ottawa.ca/en/immigration> on June 15, 2016

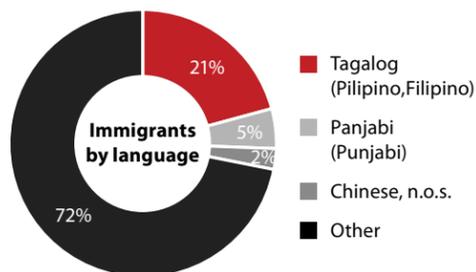
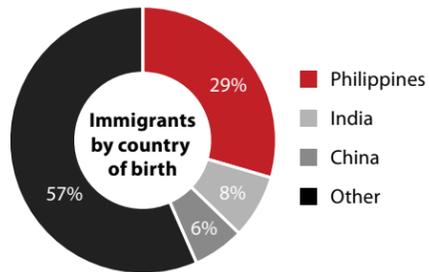
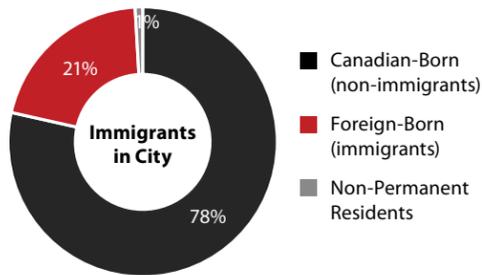
The website assists newcomers in choosing Ottawa to be their new home and for those who already immigrated to Ottawa. The portal is designed to help provide vital information that will assist and help newcomers' settlement process. Categories Include:

- Why Choose Ottawa
- Before You Arrive
- After You Arrive
- Working / Doing Business
- Learning
- Living / Engaging

WINNIPEG, MANITOBA

MUNICIPAL STRATEGIES / POLICIES

- Citizen Equity Committee
- Know Your Neighbours Guide
- Newcomer Information
- Coalition of Canadian Municipalities Against Racism and Discrimination



Source: <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=835>

CITIZEN EQUITY COMMITTEE (CEC)

Excerpted from <http://winnipeg.ca/clerks/boards/citizenequity/default.stm> on June 15, 2016

Advising the Mayor and Council on equity and diversity issues as they impact on City of Winnipeg policies, procedures and services. Providing information, recommendations, and monitoring the progress regarding equity and diversity is the ongoing role of the Committee. Its mandate is to:

- Serve as an advisory and advocacy agency for the Mayor and the Executive Policy Committee (EPC) on equity and diversity issues and emerging trends, as they affect the communities in Winnipeg.
- Serve as the channel of communicating information on equity and diversity policy concerns between the City and the cultural communities in Winnipeg.
- Support communities, organizations and institutions in celebrating cultural and social events and bring greetings on behalf of the City.
- Undertake community outreach initiatives through regular meetings, public forums and workshops to explain City policy on equity and diversity and convey specific community concerns to the EPC through an advisory report.
- Collaborate with other City ad-hoc committees to enhance adequate integration and participation of vulnerable social groups in all community activities and services in Winnipeg.
- Monitor the implementation of existing and new City equity and diversity policies on services, appointments and hiring procedures, including appointments to City Boards and Commissions and make recommendations whenever necessary, with the view to achieving a balanced and diverse workforce, reflective of the Aboriginal and ethno-cultural communities in Winnipeg.

KNOW YOUR NEIGHBOURS GUIDE

Excerpted from <http://www.winnipeg.ca/clerks/boards/citizenequity/news/20160211.stm> on June 15, 2016

A resource depicting the city's remarkable cultural diversity. It is about all Winnipeggers here today - the people, relationships, building knowledge and connections. The chapters are organized by continent and alphabetically by ethnic origin of groups with a population of 500 or more. This book provides a small amount of information about the diverse community groups that comprise Winnipeg's multicultural tapestry.

NEWCOMER INFORMATION

Excerpted from <http://winnipeg.ca/interhom/guide/All/default.stm> on June 15, 2016

This website provides information on City of Winnipeg services for newcomers to Winnipeg.

COALITION OF CANADIAN MUNICIPALITIES AGAINST RACISM AND DISCRIMINATION (CMARD)

Excerpted from <http://www.winnipeg.ca/clerks/boards/citizenequity/cmard/default.stm> on June 15, 2016

Winnipeg CMARD is a working group which reports to and originated with the Citizen Equity Committee (CEC) of the City of Winnipeg. Winnipeg CMARD is committed to empowering the community of Winnipeg to eliminate racism and discrimination by promoting human rights through shared responsibility across all levels of government, businesses, agencies and individual citizens in order to build respectful, inclusive and safe communities.

Education

Create a public awareness campaign for the citizens of Winnipeg. This includes website information dedicated to anti-racism and discrimination, a research paper on the status of racism and discrimination in Winnipeg, resource information for victims of racism and discrimination, and special events promoting the values of inclusion.

Building Capacity

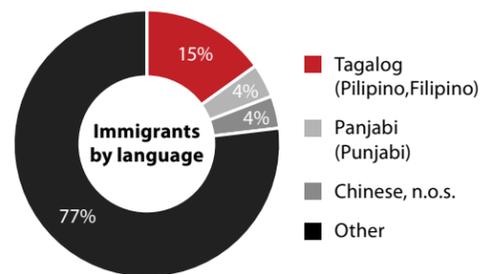
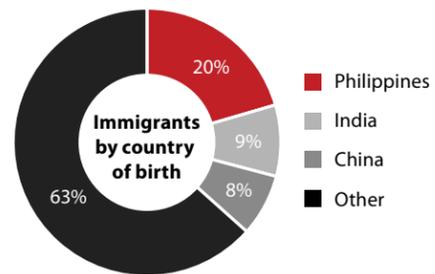
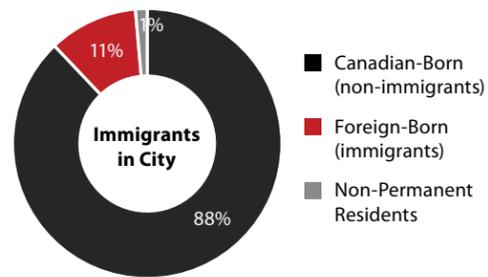
Help local employers, businesses and community organizations achieve "Safe Harbour" status. Safe Harbour's Respect for All program is a national initiative which creates opportunities for businesses, institutions, agencies and entire municipalities to create safer, more welcoming communities that support diversity and reject discrimination.



SASKATOON, SASKATCHEWAN

MUNICIPAL STRATEGIES / POLICIES

- Welcome Home Saskatoon Immigration Action Plan
- Race Relations Policy
- Cultural Diversity and Race Relations Committee
- Anti-Racism Public Education



WELCOME HOME SASKATOON IMMIGRATION ACTION PLAN

Excerpted from https://www.auma.ca/sites/default/files/sample_action_plans_-_saskatoon.pdf on June 15, 2016

Sparked at three orders of government, its purpose is to proactively welcome and integrate immigrants who have made Canada their home. The goal is to inspire and mobilize ways to integrate immigrant newcomers and their families and help them feel at home as they settle into a new community and culture. By coordinating efforts to make newcomers feel welcome, everyone wins—the systems that operate to serve the community, the residents who are introduced to new cultures and perspectives, and the newcomers themselves. Sectors include:

Police / Justice

Policing and justice issues are more likely to arise within newcomer populations when settlement or integration fails. While more programs are needed to help integrate newcomers, this city recognizes a need for community partners to adapt the ways they communicate with and offer resources to immigrants.

Education

This sector focuses on immigrant and refugee children and youth who are trying to adapt and function at school in a new culture, and on skilled but unemployed or underemployed adults who are adjusting to new cultural and work environments. The need to address and recognize international credentials in qualified adults at the post-secondary level and in collaboration with employers and regulatory bodies is increasingly apparent. In school systems, additional resources are needed to help immigrant and refugee children adjust to new schools and a new culture.

Settlement

Settlement refers to the pre-arrival, arrival and post-arrival stages of settling in a new community. Successful settlement contributes to successful integration, which is the City's goal for welcoming newcomers into the community. Because no single agency or sector can effectively address all the needs of newcomers, cooperation and collaboration are paramount at all levels, as well as an understanding that many newcomers have suffered remarkable hardships before arriving.

Economic Development / Employment

Immigration is a vital factor in addressing employment shortfalls. In order to fill an estimated 15,000 vacant jobs by 2012, Saskatchewan will have to train youth (especially Aboriginal), attract people from other provinces, and increase immigration.

Housing

Affordable and available housing, perhaps two of the greatest challenges for newcomers, are key factors in successful settlement into a new community. With recent increases in migration and immigration to Saskatoon, housing is in demand and affordability is an issue.

Health

The ability to deliver health care to newcomers depends on effective communication. Overcoming language and cultural barriers will allow immigrants to access resources and make informed decisions about their health.

Source: <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=835>



RACE RELATIONS POLICY

Excerpted from <https://www.saskatoon.ca/community-culture-heritage/cultural-diversity/race-relations-city-policy> on June 15, 2016

The City of Saskatoon recognizes that Saskatoon has always been a society composed of people from many different backgrounds and this diversity will continue. The participation and contribution of all citizens in the development of their community is vital to meeting the challenges of the future. The community will work together to achieve the following outcomes in six strategic areas:

- The workforce will be representative of the population of Saskatoon.
- There will be zero tolerance for racism or discrimination in Saskatoon.
- Community decision-making bodies will be representative of the whole community of Saskatoon.
- There will be awareness and understanding in the community regarding the issues, and acceptance of the various cultures that make up Saskatoon.

Strategic areas include:

Inclusive Communication

The City of Saskatoon will review its methods of communication to ensure that information is provided in a variety of ways to make it easily accessible to their diverse population.

Analysis & Communication

The City of Saskatoon will review its existing grant program, modify them if required to include funding for race relations activities, and communicate about the grant programs to agencies in an inclusive manner.

Collaboration & Partnerships

The City of Saskatoon will encourage and facilitate partnerships and collaboration among agencies to work towards jointly achieving the community outcomes. A first step will be to form an ongoing committee or coalition of agencies to work together on strategies and action plans.

Cultural Awareness & Anti-Discrimination Education

The City of Saskatoon will work with other agencies to share resources and develop joint public education programs to increase cross cultural understanding and to decrease incidents of discrimination.

Employment Equity

The City of Saskatoon is an Employment Equity employer and commits itself to the development and promotion of policies and practices designed to eliminate discriminatory barriers in the workplace consistent with the Employment Equity Plan approved by the Saskatchewan Human Rights Commission. The Workplace Harassment Policy has been established to provide as supportive environment for all employees.

Work-Place Training

The City of Saskatoon will provide cross cultural and cultural sensitivity training throughout the Corporation, so that both management and other employees can work towards eliminating systemic barriers and creating a welcoming and supportive environment for employees of all cultural backgrounds. As well, there is a need for education for potential employees on hiring processes, in order to assist them in accessing available jobs.

CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE

Excerpted from <https://www.saskatoon.ca/city-hall/city-council-boards-committees/boards-committees> on June 15, 2016

The function of the Committee is to monitor and provide advice to City Council on issues relating to the Cultural Diversity and Race Relations Policy. The Committee consists of 18 members appointed by Council. The membership shall be appointed in such a way as to ensure that at least 50% is made up of members who are representatives of visible minorities.

ANTI-RACISM PUBLIC EDUCATION

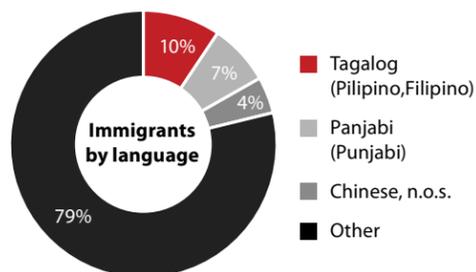
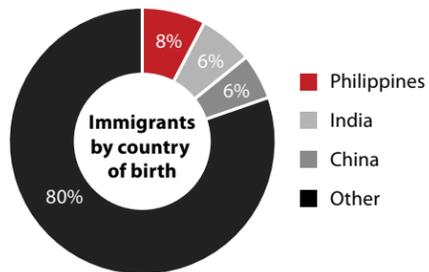
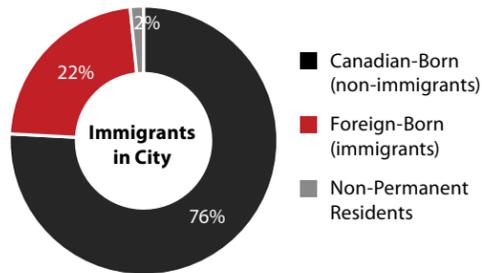
Excerpted from <https://www.saskatoon.ca/community-culture-heritage/cultural-diversity/anti-racism-public-education> on June 15, 2016

The City of Saskatoon recognizes that Saskatoon has always been a society composed of people from many different backgrounds and that this diversity will continue. The participation and contribution of all citizens in the development of our community is vital to meeting the challenges of the future.

MONTREAL, QUEBEC

MUNICIPAL STRATEGIES / POLICIES

- Montreal Charter of Rights and Responsibilities



Source: <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=835>

MONTREAL CHARTER OF RIGHTS AND RESPONSIBILITIES

Excerpted from http://ville.montreal.qc.ca/portal/page?_pageid=3036,3377687&_dad=portal&_schema=PORTAL on June 15, 2016

The Montréal Charter of Rights and Responsibilities, in force since January 1, 2006, covers the main sectors of municipal activity: democratic, economic, social and cultural life, recreation, physical activities and sports, environment and sustainable development, security and municipal services. The Montréal Charter also establishes a right of initiative allowing citizens to obtain public consultations on matters under City or borough jurisdiction. Focus areas that support immigrant inclusion are:

Democracy

Citizens have democratic rights and participate with the Montréal administration in a joint effort to ensure the continued enjoyment of such rights.

Cultural Life

Citizens have cultural rights and participate with the Montréal administration in a joint effort to ensure the continued enjoyment of such rights.

Economic & Social Life

Citizens have economic and social rights and participate with the Montreal administration in a joint effort to ensure the continued enjoyment of such rights.

Security

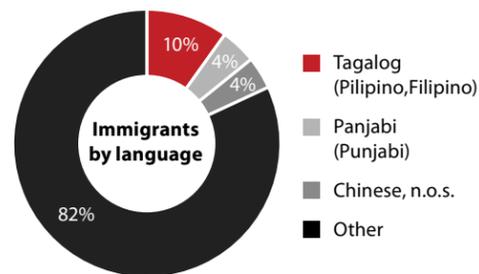
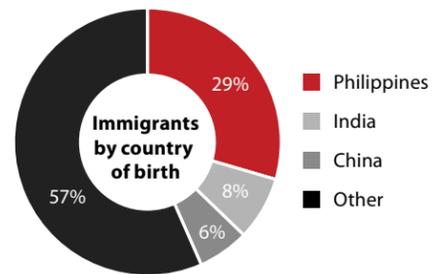
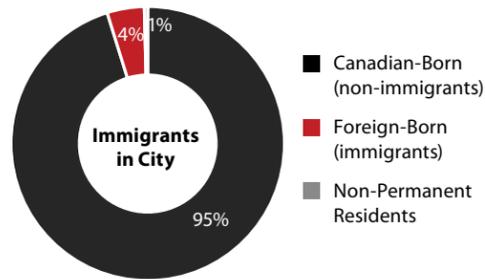
Citizens have the right to security and participate with the Montréal administration in a joint effort to ensure the continued enjoyment of this right.

Municipal Services

Citizens have the right to high quality municipal services and to participate with the Montreal administration in a joint effort to ensure the continued enjoyment of this right.

MONCTON, NEW BRUNSWICK MUNICIPAL STRATEGIES / POLICIES

- Greater Moncton Immigration Strategy
- Greater Moncton LIP



GREATER MONCTON IMMIGRATION STRATEGY 2014-2018

Excerpted from <http://www.immigrationmoncton.ca/SplashPages/immigration-construction.htm> on June 15, 2016

The attraction, retention and integration of new immigrants is a key priority in support of Greater Moncton's vision of being a growing and inclusive community. The Greater Moncton immigration strategy will implement a Local Immigration Partnership as a catalyst for achieving the vision and meeting the objectives set in Sections 2.4-2.7. Strategic objectives are:

Attraction of New Immigrants

- Align immigration and foreign worker attraction efforts to labour market needs (including use of the TFW program).
- Build a one-stop-shop web portal to promote immigrating into Greater Moncton.
- Use existing immigrants as ambassadors to promote Greater Moncton.
- Promote Greater Moncton to new Canadians elsewhere across the country.
- Expand use of post-secondary education system as a conduit for immigration.

Retention & Integration

- Ensure alignment / coordination of immigrant settlement and retention services.
- Develop a single web portal summarizing all the services available to immigrants.
- Expand public awareness of the role of immigration and the need to be a welcoming community.
- Foster more immigrant friendly public and personal services.
- Encourage local immigration networks and cross-pollination among the networks.
- Establish a spousal employment referral network.

Immigration, Entrepreneurship & Business Networks

- Attract more "high growth potential" immigrant entrepreneurs.
- Align immigrant investors with local investment needs / more strategic use of immigration as a source of foreign direct investment.
- Integrate professional immigrants into local business networks.
- Integrate more immigrants into management roles in the public and private sectors.

GREATER MONCTON LOCAL IMMIGRATION PARTNERSHIP

Excerpted from <http://www.immigrationmoncton.ca/SplashPages/immigration-construction.htm> on June 15, 2016

Funded in 2016, this will be a community-based partnership that will help Moncton attract newcomers and help the newcomers integrate into Moncton. The Greater Moncton immigration strategy will implement a Local Immigration Partnership as a catalyst for achieving the vision and meeting the objectives set in Sections 2.4-2.7. As identified in Section 3.3 there are dozens of organizations from ethno-cultural associations to economic development organizations that will be invited to participate in the LIP along with the two settlement agencies.

KEY GLOBAL CITIES

- Copenhagen, Denmark
- New York City, United States
- Dublin, Ireland
- Marseille, France
- Auckland, New Zealand
- London, United Kingdom
- Barcelona, Spain



COPENHAGEN, DENMARK

Excerpted from <http://international.kk.dk/> on June 15, 2016

Engage in Copenhagen 2011-2014 – Copenhagen's Inclusion Policy

The goal is that Copenhagen is the most inclusive major city in Europe in 2015. The Plan's new focus is on belonging, inclusion and citizenship for all Copenhageners. The key definition is that 'if you feel you are a Copenhagener, this means you are included in the city.' The key statement that defines their plan: "It is difficult to become a Dane, it should be easier to become a Copenhagener."

It is noteworthy that Copenhagen's Inclusion Policy 2011-2014 has set the target that city employees at all the levels should reflect the general population.

Copenhagen is a member of the European Intercultural City Network. The success is measured against a 10-point Intercultural City Index (<http://www.coe.int/en/web/interculturalcities/>).

Strategic initiatives include:

Diversity Charter and Board

Excerpted from http://citiesofmigration.ca/good_idea/engaging-in-copenhagen/ on June 15, 2016

The Diversity Charter actively invites business and institutional leaders outside the local government to assist

the city in its ambitious goal of becoming "the warmest and most welcoming major city in the world."

The Diversity Charter and its Diversity Board are central to the Engage in Copenhagen campaign. Signatories 'affirm' the three guiding principles that inform the Copenhagen approach govern the campaign: Diversity is a strength; Everyone should have the chance to participate; Being an involved citizen is everybody's concern.

Companies, educational institutions and other non-profit organizations who sign the charter pledge to "promote the quality of life and growth in Copenhagen" by making diversity the norm in their organization; contributing so that diversity is seen as an asset in the public debate; and by supporting initiatives that promote diversity and inclusion and which fight discrimination in Copenhagen. Diversity Board members make a further commitment to speak about the program publicly and in the media.

A Diversity Board has top representatives from business, culture, civil society, minority communities, city representatives etc. to promote diversity and facilitate the engagement of stakeholders. The members of the Diversity Board have signed the Copenhagen Charter for Diversity, and the Charter will in the coming years be promoted for other stakeholders and citizens to sign.

Fight Against Discrimination – Copenhagen is for Everyone

Excerpted from <http://international.kk.dk/artikel/fight-against-discrimination> on June 15, 2016

The City of Copenhagen is working actively to fight hate crimes and discrimination. Copenhagen is a city for everybody. As a part of a multifaceted communications strategy, the campaign Stemplet spread its message to Copenhagen audiences via television screens integrated in public transportation units, forum theater performances, night life happenings, viral videos, elaborate online communication etc. Translated into English 'Stemplet' signifies 'stigmatized' or 'labeled'.

Stemplet – an app to report discrimination. An anonymous app where people are encouraged to report discriminatory incidents in order to reveal the proportions of "dark figures" hiding behind the previously blank report sheets in the hands of legislators and police authority. The app is a tool for the City of Copenhagen to understand how widespread discrimination is and where and which groups are most likely to be targeted. For instance, if a specific area receives a high volume of reports, authorities and city planners can take a closer look on the information and come up with ideas to reduce discriminating behavior. For example, the area may need better lighting for residents to feel safer.



NEW YORK CITY, UNITED STATES

<http://www1.nyc.gov/site/immigrants/index.page>

Non-Citizenship Voting (Urban Citizenship)

Excerpted from <http://www.ivoteny.org/wp-content/uploads/Noncitizen-Voting-Report-2015-8-4.pdf> on June 15, 2016

New York City council is currently drafting legislation that would allow all legal residents, regardless of citizenship, the right to vote in city elections. Under the likely terms of the legislation, legally documented residents who have lived in New York City for at least six months will be able to vote in municipal elections. They recognize that enormous numbers of non-citizen residents pay taxes, send their children to public schools, are active members of their communities, but have no say in local elections.

We Are New York

Excerpted from <http://www1.nyc.gov/site/immigrants/programs/social-economic/wany.page> on June 15, 2016

We Are New York (WANY) is an Emmy Award-winning television show created to help immigrant New Yorkers practice English while informing them of the city's resources. English language proficiency is an important factor in determining accessibility to educational, employment, health, and social services. WANY helps immigrant New Yorkers practice English and learn about City Services.

Cities for Citizenship

Excerpted from <http://citiesforcitizenship.com/> on June 15, 2016

Co-founded with Mayors from Chicago and Los Angeles, Mayor de Blasio launched Cities for Citizenship (C4C) as a national initiative aimed at increasing citizenship among eligible U.S. permanent residents. C4C encourages cities across the country to invest in citizenship programs.

DUBLIN, IRELAND

Right to Vote

Excerpted from http://www.dublincity.ie/sites/default/files/content/Documents/Application_Forms/Your_Council/RFA_Voters_Reg_Form_Eng.pdf on June 15, 2016

Dublin and other cities in Ireland have permitted Non-EU citizens voting rights in local elections. Residents must be registered at one address only and must live at that address on September 1st before the register comes into force. A candidate may also be nominated if they are a local government elector.

MARSEILLE, FRANCE

Excerpted from <http://mairie.marseille.fr/node/361> on June 15, 2016

Marseille Espérance

In 1990 the Mayor's Office established [Marseille Espérance](#), to acknowledge the importance of community identities in the public sphere and open lines of intercultural dialogue. The first of its kind in Europe, the forum's unique formula (peaceful and open secularism), allowed the mayor to bring together the city's religious leaders (Christians, Jews, Muslims, Buddhists) with the aim of encouraging harmony and understanding amongst all Marseille citizens, regardless of their origins, culture or religion.

Members of Marseille Espérance meet regularly with the Mayor to address the social needs in the city. An example of the forum's success is the unanimous backing given by Marseille Espérance to the 'grand mosque' project of Marseille. Proactive mayoral leadership, backed by all of the religious leaders of Marseille Espérance, accelerated a century-old search for a suitable site.



AUCKLAND, NEW ZEALAND

Excerpted from http://citiesofmigration.ca/good_idea/unlocking-aucklands-diversity/ on June 15, 2016

Auckland Regional Settlement Strategy (ARSS)

The ARSS is the result of a comprehensive and inclusive engagement process that brought together migrant and refugee community representatives, local stakeholders, non-government organizations and business representatives to inform and strengthen the city's commitment to change. Central to the ethos of the ARSS is a long term perspective that builds on existing settlement work while incorporating the principles of sustainable development; its quadruple bottom-line framework includes a focus on environmental, economic, social and cultural settlement outcomes. To develop a more coordinated approach to settlement policies and programs, the strategy brought the New Zealand Government on board and signed up key government agencies. The joint leadership of two levels of government provides explicit acknowledgment that integration is a two-way process between existing communities and international newcomers. With the central government on board as a key stakeholder, the strategy could be embedded in both national and regional economic and social agendas, emphasizing labour market integration as well as community connectedness. ARSS also aims to reduce duplication of services, to help programs and agencies become more effective and to foster innovation across a range of players while ensuring services remain relevant and current.

LONDON, UNITED KINGDOM

London Strategic Migration Partnership (LSMP)

Excerpted from <https://www.london.gov.uk/what-we-do/communities/migrants-and-refugees/encouraging-integration> on June 15, 2016

The LSMP is a cross-sector partnership to maintain strategic overview of the state of migration in London. The LSMP will help inform the Home Office and the Mayor of London of key issues and trends in immigration operations, immigration policy and integration affecting London's economic growth and future planning. They have also set up a Migrant and Refugee Advisory Panel (MRAP) who advises them on the issues and challenges facing refugee and migrant communities in London.

London Living Wage - The Mayor's Pledge

Excerpted from <https://www.london.gov.uk/what-we-do/business-and-economy/london-living-wage> on June 15, 2016

The Mayor encourages London employers to pay staff at least the London Living Wage. Unlike the compulsory national minimum wage, the London Living Wage is a voluntary commitment made by employers, who can become accredited with the Living Wage Foundation. The Mayor wants the London Living Wage to become the norm for employers in the city by 2020. His commitments include:

- Work constructively with the public and private sector to increase to 250 companies offering the London Living Wage.
- Lobby government to adopt the London Living Wage across Whitehall.

London Enriched Update

Excerpted from <https://www.london.gov.uk/what-we-do/communities/london-enriched-update-2013> on June 15, 2016

Enabling individuals to achieve their full potential and contribute fully to the community in which they live. Being able to speak English will be the main priority. Other priorities include:

- Help refugees and migrants to settle into their new communities.
- Support them in contributing to their communities and to London.
- Increase their access to English language learning.

Hate Crime Reduction Strategy 2014-2017

Excerpted from <https://www.london.gov.uk/what-we-do/communities/communities-london-how-were-improving-equality/faith-communities> on June 15, 2016

This strategy sets out a focused and robust response from those partners in the criminal justice system with the responsibility to act when hate crime occurs. It will also lead the drive for a more joined up approach to how victims are supported to cope and recover from what has happened to them, ensuring they receive swift and sure justice. Objectives include:

- Boost confidence and increase reporting of hate crime.
- Ensure swift and sure justice for hate crime victims.
- Prevent hate crime and reduce repeat victimization.

BARCELONA, SPAIN

Excerpted from <http://ajuntament.barcelona.cat/bcnacciointercultural/en/presentation> on June 15, 2016

BCN Anti-Rumour Campaign

City Council enlists community agents to dispel myths about immigrants and fight discrimination with facts and good humour. In November 2010, when the Barcelona City Council unveiled its long-term strategy to improve coexistence among local and new immigrants, it launched a clever public service campaign to dispel rumours, misconceptions and the prejudices that many local people held about minorities and immigrants. Among the city's weapons? They recruited and trained 'anti-rumour agents' to dispel myths and spread the campaign through local organizations and the city's neighbourhoods. Their mission? To contradict uninformed ideas about immigrants and combat discrimination. How? To take action as needed while traveling through the ordinary business of daily life. The first part of the project identified the main stereotypes and prejudices that were circulating in Barcelona. These included five themes:

- The arrival of new migrants.
- Abuse of social and health care services.
- Failing to declaring income or paying taxes.
- Anti-social behaviour in public spaces.
- Taking jobs from locals.

Next, they equipped the 'anti-rumour agent' with accurate information about migrants and techniques for addressing misconceptions with nimble situation-based action at work, home or in the street. So, when someone complained that 'subsidized apartments go mainly to foreigners', the city anti-rumour agent could quickly interject: "Today only one in 20 immigrants receive such a benefit."

Recognizing that the greatest challenge was not framing the message, but getting it out into Barcelona's streets, the city launched its campaign through a network of 80 local organizations that work in the field of social cohesion and coexistence. The Anti-Rumour Network members are all connected through a dedicated [website](#) offering information, free training sessions and online guides to address key [challenges](#). Once trained, anti-rumour agents are able to spread their messages throughout their own networks as well as participate in public discussions and debates.

One of the more unusual approaches used by the campaign used to publicize its message is a comic book series called Blanca Rosita Barcelona. Written by acclaimed-Spanish illustrator Miguel Gallardo, it tells the story of Rosita, an elderly woman from southern Spain who lives in Barcelona with her young Peruvian caregiver, Blanca.

Each volume explores a campaign theme through the context of everyday life. For example, the story of Rosita and Blanca's visit to the doctor aims to dispel the myth that immigrants supposedly overuse or have easier access to health and social services. It also informs us that most immigrants are young people who use the health care system less than the older Spanish señora. The comic ends with a 'Did you know?' section that provides official data about the subject. The comic books are distributed for free at social service centres, libraries and the Citizens' Advice Bureaux.

The 'Did you know?' part of the campaign is based on key messages on the [BCN Anti-Rumours Network website](#). New on the [site](#) is an amusing series of [four videos](#), based on sketch comedy, that poke fun at various stereotypes, such as losing cultural identity because of immigrants.

Interculturality Plan (includes indicators)

Excerpted from http://www.bcn.cat/novaciudadania/pdf/en/PlaBCNInterculturalitatAng170510_en.pdf on June 15, 2016

Intended to serve as a road-map for the Council's desire to address the challenges of "coexistence in diversity in Barcelona," the plan represents a new kind of city policy that makes interculturalism, with its focus on the relationships and interaction between citizens, a fundamental and integrated part of city practice across all departments and services.

Interaction is the central axis of the Intercultural Plan. The philosophy of the Barcelona Interculturality Plan is to define a strategy to guarantee a civic scenario where people of different origins can interact and therefore socialize in a free and positive manner. Strategic areas include:

From Neighbours to Citizens (City and Democracy)

- Advance towards true equality of rights and duties for all citizens.
- Strengthen fundamental values and democratic culture above any cultural or religious attribute.
- Promote active citizenship, extending and strengthening spaces of participation and democratic deliberation, making sure they reflect the socio-cultural diversity of the city.

From Opportunities to Social Mobility (Opportunities)

- Spearhead a vigorous commitment with all social agents to eliminate and overcome obstacles and practices that involve any type of discrimination.
- Strengthen and adapt the policies aimed at promoting the empowerment of people in a context of greater socio-cultural diversity and helping them find work.
- Incorporate an intercultural perspective into all inclusion policies and into the framework of the Agreement for an Inclusive Barcelona.

From Cultural Diversity to Cultural Enrichment

- Promote the acknowledgement of cultural diversity in Barcelona based on the cultural heritage of the city and promote interaction, knowledge and intercultural dialogue.
- A network of cultural facilities committed to diversity in their structure, in their philosophy and in their coming closer to all citizens.
- Broadening of opportunities and access to cultural practices for all citizens.

From Building the City to Neighbourhood Life (Urban Environment)

- A practice of urban development that incorporates social and cultural construction into the physical construction of the city.
- A renewed definition of the public space - spaces for relations - as an integral part of the idea of a city and as a space for meeting and generation of citizenship.

- Public intervention from the practice of urban development and housing policies that contributes to the real freedom of residency and the possibility of urban social variety.

From Indifference to Coexistence

- The importance of knowing and complying with the rules of coexistence.
- Be committed to prevention and working in greater depth on new formulas for the peaceful resolution of conflicts.
- Stimulate the involvement of residents in their neighbourhoods to strengthen coexistence.

From Stereotype to Knowledge

- Prevent and combat stereotypes using information and debate amongst citizens.
- Prevent and fight stereotypes and prejudices through contact and interaction in shared spaces.
- The vital role of the media to avoid the consolidation and strengthening of stereotypes.

From Common Interests to Shared Spaces

- The city's network of associations as the basis for the citizens' participation and commitment to integration and diversity.
- Sport as an essential tool for creating opportunities for interaction and socialization.
- The city's socio-cultural amenities as places where different groups can meet and interact.

From Difference to Excellence

- Cultural diversity as a strategic asset that we cannot afford not to use.
- Take advantage of the added value that cultural diversity offers companies, and promote equality and non-discrimination.
- Research, innovation, creativity: eliminate the barriers that make it difficult to take advantage of diversity in these fields.

