



*Enji Bmaadjidwad Maampii!
Diversity Thrives Here!
Vive la diversité chez nous!*

DIVERSITY PLAN FOR THE CITY OF GREATER SUDBURY

THE *DIVERSITY THRIVES HERE!* PROJECT
Diversity Advisory Panel
June 2005



**Canadian
Heritage**

**Patrimoine
canadien**

Members of the Diversity Advisory Panel appointed by Council

Chair, Kerry Assiniwe

Councillor Ted Callaghan, City Council Representative

Dr. Andrew Adegbite

David Mensour

Nancy Cada

Niranjan Mishra

Jim Eshkawkogan

Harvey Petahtegoose

Scott Fisher

Nancy Recollet

Tom Fitzgerald

Polly Rutenberg

Genevieve Gibbons

Marc Tassé

Rosie Graffi

Rob Thirkill

Josée Guimond

Juliette Wemigwans

Shirley Honyust

Dr. Rayudu Koka

Terra MacPhail

Staff:

Carlos Salazar, Tara Barrett – City of Greater Sudbury

The Panel also acknowledges the special contribution of:

Pat Aitken

Aisha Alladin

Julie Beare

Nancy Beynon

Heather Campbell

Shannon Katary

Gary Michalak

Derek Wilkinson

Contact interculturel francophone de Sudbury

Greater Sudbury Development Corporation

National Coalition Building Institute - NCBI

Social Planning Council

Sudbury Multicultural/Folk Arts Association

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EXECUTIVE SUMMARY

This report, prepared by the Diversity Advisory Panel for the City of Greater Sudbury Council, sets out a Diversity Plan, which seeks to ensure that Greater Sudbury is a more welcoming and inclusive community for all its current and future citizens and visitors, particularly the Aboriginal, Francophone and Multicultural communities.

The Diversity Plan has been developed through the efforts of more than 300 citizens who were part of an extensive process of consultation and capacity building over the past three years. The federal Department of Canadian Heritage, with the City of Greater Sudbury as a project partner, funded the development of this Diversity Plan.

A major feature of the Plan is the creation of a Community Diversity Committee, which will report annually to City Council. The Committee will be responsible for coordinating the work of seven sub-committees and ensuring that progress is being made towards the goal of an open, welcoming community.

The eight sub-committees include the following: The Role of the City of Greater Sudbury; Education, Marketing and Relationship Building; Economic Growth and Employment; Youth Involvement; Cultural Acceptance/Celebration; Immigration and Settlement; Leadership and Capacity Building.



Project Launch May 14, 2004.

INTRODUCTION

In January 2005, the City of Greater Sudbury Council officially charged the Diversity Advisory Panel with the task of creating a Diversity Plan for Greater Sudbury. The Panel's Mission and Mandate, outlined below, call for it to present the Plan to Council by the end of June 2005.

Mission of the Diversity Advisory Panel

To develop a Diversity Plan that will ensure that the City of Greater Sudbury is a welcoming and inclusive community for all people, particularly the Aboriginal, Francophone and Multicultural groups.

Mandate of the Diversity Advisory Panel

The Diversity Advisory Panel will create a Diversity Plan for the City of Greater Sudbury and present it to City Council by the end of June.

This report setting out the Diversity Plan represents the fulfillment of the Diversity Advisory Panel's mission and mandate.

Why does the City of Greater Sudbury need a Diversity Plan?

Cultural diversity is vital to the present and future health of the City of Greater Sudbury. The Aboriginal, Francophone and Multicultural communities are key to ensuring that our City grows and thrives. Like our country itself, the City of Greater Sudbury has an aging population. The only sectors of Canada's population that are growing, according to the 2001 census, are the Aboriginal and Multicultural populations. The same is true for Sudbury. The 2001 census reported the City of Greater Sudbury's Aboriginal population as just over 7000, but that figure is generally thought to have grown considerably higher today – perhaps around 12,000.

In fact, the City of Greater Sudbury has many new faces today. Our medical and post-secondary teaching communities include people from many cultural backgrounds. Our fast-growing research and development communities are also very culturally diverse.

But more than numbers, the City of Greater Sudbury needs the vitality of its Aboriginal, Francophone and Multicultural populations. The work of the American political scientist, Richard Florida, has shown that cultural diversity in an urban population brings with it entrepreneurship, innovation and increased opportunity for all citizens.

For that reason, the City of Greater Sudbury needs a plan to ensure that barriers are eliminated, that our Aboriginal, Francophone and Multicultural communities are well served, and that services to attract, welcome and retain all people to the city are in place.

But before presenting a brief history of the *Diversity Thrives Here!* Project and the Plan itself, it is important to define several key terms that will be used throughout this report.

What do we mean by **culture**? For the purposes of this report, we will use the definition of culture adopted by UNESCO (the United Nations Educational, Cultural and Scientific Organization): “**Culture is the set of distinctive spiritual, material, intellectual, and emotional features of a society or a social group. It encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditional and beliefs.**”

What do we mean by **diversity**? Again, for the purposes of this report, diversity means **variety, multiplicity or difference.**

So **cultural diversity** refers to **variety or difference in the distinctive spiritual, material, intellectual and emotional features, the art and literature, ways of living together, values, traditions and beliefs of a society or people.**

In this report, cultural diversity refers to all people in particular, the Aboriginal, Francophone and Multicultural communities of the City of Greater Sudbury. This means that the membership of these communities also needs to be defined for clarity. So **Aboriginal** refers to the **First Nations, Inuit and Métis peoples**; **Francophone** refers to **all those who identify themselves by the fact that they speak French**; and **Multicultural** refers to **groups that see themselves as one among many cultures co-existing in the same locality or society.**

Finally, it is important to clarify the terms being used to refer to certain aspects of the City of Greater Sudbury. For clarity, the Diversity Advisory Panel has agreed to use terms they call the “four Cs.”

Council refers to the Mayor and Council – the elected body of the City government.

Corporation refers to the administration of the City government.

Community refers to the body of citizens living in the City of Greater Sudbury.

Citizen refers to the individual person living in the City of Greater Sudbury.

History of the *Diversity Thrives Here!* Project

In 2003, eight focus groups were held with the Aboriginal, Francophone, Multicultural and education sectors to assess needs in these sectors. The overall message, repeated at a reporting session, was that cultural diversity in the City of Greater Sudbury needed to be enhanced and strengthened.

At the initiative of the Mayor's Office, a community-working group was formed, chaired by Councillor Ted Callaghan. The working group set out to develop a Diversity Plan setting out implementation steps to eliminate barriers and create a community where current and future citizens in the Aboriginal, Francophone and Multicultural sectors, as well as visitors, have an effective infrastructure of services to meet their needs, in a community that is welcoming to all people.

A funding proposal was submitted to the federal Department of Canadian Heritage in the fall of 2003. The City of Greater Sudbury was a project partner in the application. In early 2004, funding was obtained from Canadian Heritage, through its Multiculturalism program, for the initiative, which was given the name the *Diversity Thrives Here!* Project.

The goal of the *Diversity Thrives Here!* Project is to create and implement a Diversity Plan addressing the following requirements:

- Provide good mix of services for the Aboriginal, Francophone and Multicultural community members;
- Create a coalition of service-providers that can meet their mandates and resource their needs;
- Encourage youth who are engaged and involved in community affairs and choose to stay;
- Create a community that embraces diversity, creates an inclusive environment, and ultimately increases economic opportunities for all residents;
- Encourage public institutions to reflect the diverse makeup of the community.

The funding provided by Canadian Heritage allowed the community to engage in several activities intended to pave the way to a welcoming community for all citizens. The project was structured into three distinct stages to organize activities on a continuum from awareness to action.

Stage 1 Assessing the Current Situation

This initial stage allowed the Aboriginal, Francophone and Multicultural service sectors to assess their current and future needs and provided activities that allowed many more community members to offer their views of how inclusive and diverse their community is for them.

Conversation Cafés held in October 2004, facilitated by members of the National Coalition Building Institute – Sudbury Chapter, engaged community members, particularly from the Aboriginal, Francophone and Multicultural communities, in a dialogue about inclusion and what needs to happen for our community to become more inclusive and welcoming for all citizens.

Community Mapping, facilitated by the Sudbury Multicultural and Folk Arts Association, N'Swakamok Native Friendship Centre and Contact interculturel francophone de Sudbury, undertook an inventory of all available services, and gaps, relating to the Aboriginal, Francophone, and Multicultural communities.

A **Capacity-Building Forum** was held September 23, 2004, for stakeholders in the Aboriginal, Francophone and Multicultural communities to identify strengths and weaknesses, and create recommendations for action to strengthen the community's capacity to meet the needs of its Aboriginal, Francophone and Multicultural communities.

Stage 2: Preparing for a Coalition

The second stage provided opportunities for training in cultural awareness and coalition building for the Aboriginal, Multicultural, and economic development communities to build understanding of cultural differences and achieve common goals.

The following activities were held:

Building Bridges To The Native Community Held May 25, 2004 and facilitated by the National Coalition Building Institute – Sudbury Chapter, this three-hour evening of dialogue sought to build bridges of understanding and communication, so that issues that arise in our community can be resolved in a way that respects all groups.

Youth Leadership Training On September 22, 2004, facilitated by Gary Michalak and Associates, an intensive one-day training was held for 35 youth leaders to help them understand civic leadership and be engaged in community decision-making.

An **Urban Aboriginal Dialogue** was held on November 24, 2004, to gain a sense of how Aboriginal people living in the City of Greater Sudbury can be involved with the Corporation and with the development and implementation of the Diversity Plan.

Stage 3: Coming together and Planning for Action

The third stage of the Diversity Thrives Here! Project was designed to bring champions, community leaders and community members together to collaboratively establish a vision and actions for a Diversity Plan.

The Diversity Summit, held November 26 and 27, 2004, was a community-wide forum to create a Diversity Plan and Governance Structure, including recommendations that will create an inclusive community both socially and economically for all citizens.

At the Diversity Summit on November 27, 2004, participants were invited to become members of the new Diversity Advisory Panel to develop the Community Diversity Plan. Twenty-five Summit participants agreed. A “Setting the Stage” meeting was held on December 15, 2004 to begin the task of developing and presenting the Diversity Plan.

On January 26, 2005, City Council at its Priorities Committee passed a resolution officially establishing the Diversity Advisory Panel. A presentation to City Council was planned for June 30, 2005 to present the final draft of the Diversity Plan.

Since January, eight sub-committees of the Diversity Advisory Panel have spent hundreds of person-hours developing the eight priorities of the Diversity Plan, all of which are based on the information provided by the community during the three stages of the *Diversity Thrives Here!* Project. Their work is highlighted in the next section of this report.



Diversity Summit, November 2004

PRIORITY AREAS OF THE DIVERSITY PLAN

At the Diversity Summit, eight priority areas were identified that make up the Diversity Plan. These priority areas are now discussed in turn.

1. Governance

A Community Diversity Committee will be created with a mandate to advise City Council on measures to strengthen the Aboriginal, Francophone and Multicultural communities in order to make the City of Greater Sudbury a more welcoming and inclusive community for all citizens and those who visit.

The current Panel recommends that Council following the municipal elections in November 2006, appoint the new Committee and that the term of the current members of the Panel be extended to coincide with Council's term.

The Panel considers that time is of the essence and that it would be more effective and efficient for the current volunteer members of the Panel to design and execute and implementation program to December 2006.

1. Objectives:

The Community Diversity Committee's areas of responsibility would be to:

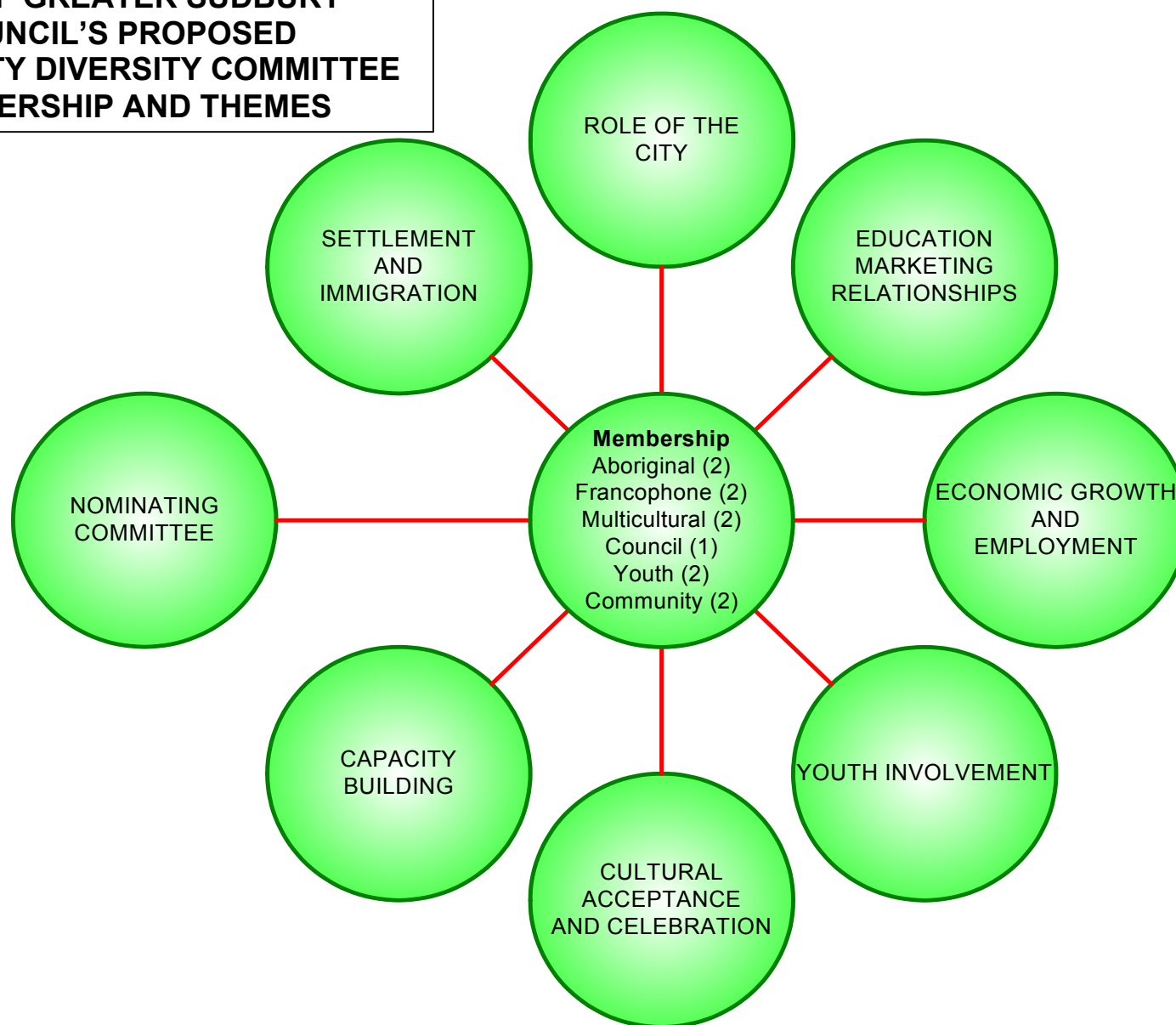
1. Ensure strength of representation exists and is maintained in the Community Diversity Committee and the Ad Hoc Community Diversity Advisory Sub Committees.
2. Encourage, co-ordinate and support overall progress in relation to the prioritized themes, goals and projects that each Ad Hoc Community Diversity Advisory Sub Committee undertakes.
3. Monitor results and outcomes and provide feedback to the Ad Hoc Community Diversity Advisory Sub Committees.
4. Coordinate an assessment process for the Ad Hoc Community Diversity Advisory Sub Committees, which would be measurable and communicated to the public.
5. Ensure meaningful progress and tangible results are made to ensure completion of the prioritized goals for each of the Ad Hoc Community Diversity Advisory Sub Committees.
6. Coordinate any public consultation related to the 7 Diversity Themes.

7. Make recommendations to CGS Council in relation to the 7 Diversity Themes and related goals / projects with City Staff input.
8. Coordinate an annual joint community consultation for all Community Diversity Advisory Sub Committees to review access, equity and human rights issues and to provide input on planning, policy and program development for the Community Diversity Committee.



Coalition Building Forum, October 2004

**CITY OF GREATER SUDBURY
COUNCIL'S PROPOSED
COMMUNITY DIVERSITY COMMITTEE
MEMBERSHIP AND THEMES**



2. Role of the City of Greater Sudbury

Strategic Vision

The leadership of City Council and the Corporation proactively create opportunities to reflect the Aboriginal, Francophone and Multicultural communities of the City of Greater Sudbury; creates a strong community partnership that values collaborative communication and reflects the value of differences; and promotes active involvement of community participation to build a sustainable, viable future that supports and encourages cultural diversity.

Commitment to the value of cultural diversity by Council and the Corporation is the starting point for all positive change in the community. A Council and Corporation that believe in cultural diversity actively seek out internal and external ways to ensure that citizens of the Aboriginal, Francophone and Multicultural communities are respected and well served. The Corporation models respect for cultural diversity to the community.

Council and the Corporation develop and maintain a strong working collaboration with the Aboriginal, Francophone and Multicultural communities. Ongoing communication links and an understanding that cultural differences constitute a strength we can all draw on will mark this partnership.

Council and the Corporation also encourage ongoing involvement by all citizens in activities that promote Sudbury's diversity. This continuing engagement of the community will help create a stronger city.

Mission

The task of Council and the Corporation is to actively collaborate with an organization outside of itself that represents the Aboriginal, Francophone and Multicultural communities, the Community Diversity Committee. Together, the City and the Committee, working also with the community as a whole, will put in place all provisions of the Diversity Plan.

Goals

First, citizens from the Aboriginal, Francophone and Multicultural communities are encouraged to seek employment in the Corporation. To accomplish this goal, the Corporation works with the Community Diversity Committee to develop appropriate employment criteria. It is also desirable that the Corporation's office spaces depict people from the diverse communities in artwork and other visual representations.

Secondly, customer service practices and staff training ensure that customers from the Aboriginal, Francophone and Multicultural communities have ready access to City services. Policies and training focus on serving these customers in a welcoming manner.

Thirdly, an office or function in the Corporation is established that links with the Aboriginal, Francophone and Multicultural communities through the Community Diversity Committee. This liaison office or function in the Corporation would develop an evaluation tool to measure progress towards recognition of the value of cultural diversity in our community.

The fourth goal is for Corporation to promote Sudbury as a community strengthened by its Aboriginal, Francophone and Multicultural communities. Promotions emphasize that the City of Greater Sudbury is a welcoming, safe place that does not allow disrespect towards any people, in particular, its Aboriginal, Francophone and Multicultural communities. The Corporation works with other levels of government to ensure the necessary funding to accomplish this goal.

Action Steps

- Partner with the Community Diversity Committee to review and revise the Corporation's recruitment and employment practices to create new employment opportunities for citizens from the Aboriginal, Francophone and Multicultural communities.
- Regularly communicate employment opportunities to the Aboriginal, Francophone and Multicultural communities through newsletters and other means.
- Ensure that City offices, publications and websites use graphic images that reflect the Aboriginal, Francophone and Multicultural communities.
- Survey diverse communities for barriers to customer service and revise staff cultural sensitivity training accordingly.
- Create an office to liaise with the Community Diversity Committee and the diverse communities.
- Create a realistic tool to measure success in reflecting and serving the diverse communities.
- Promote Sudbury as a diverse community in all publications, using a special logo and pro-diversity statement.
- Partner with senior governments to fill gaps in services for immigrants.

3. Education, Marketing and Relationship-Building

Strategic Vision

Enlighten all citizens about the Aboriginal, Francophone and Multicultural communities and what it means to live in a community that promotes understanding, respect and interaction among these communities.

It is crucial that we put a face on diversity by maximizing opportunities for all citizens to know the people of our Aboriginal, Francophone and Multicultural communities. Their contributions to the community deserve to be highlighted. Embracing our differences will help our community become stronger, so that we can respect the past and enter into new kinds of relationships – honest, open, transparent dialogue.

To accomplish this, a solid foundation of skilled people and resources will be established. Training in media relations and speaking skills will help the Aboriginal, Francophone and Multicultural communities reach out to the broader community. New kinds of resources can be gathered and created to support these skilled people. New events can be created to showcase our cultural diversity.

Goals

Partnerships will be created between school boards; media; institutions like the Sudbury Regional Hospital, the Northern Ontario Medical School, the colleges and the university; the police; business; industry and governments. The purpose of these partnerships is to promote cultural diversity to the broader community. A train-the-trainer type of program will create a core group of knowledgeable people -- a Speakers Bureau whose members can speak effectively to specialized audiences ranging from medical professionals and corporate executives to children. These people will forge into new sectors, working with contacts and allies to develop specialized approaches for each sector.

The media and special events will highlight the contributions of the Aboriginal, Francophone and Multicultural communities. A media toolkit will be created for the use of these communities, with information on building relationships with media, tailoring approaches to different media, media contacts, and other public relations resources. The Aboriginal, Francophone and Multicultural communities will also be spotlighted during a Diversity Week or Festival.

It will also be important to gather from the Aboriginal, Francophone and Multicultural communities all kinds of materials that document their historical contributions to the City of Greater Sudbury, as well as their current and future challenges. These materials will be collected with the help of our post-secondary institutions and libraries, with student assistance. Once gathered, these materials can be shared with the City Corporation for use in tourism and other marketing, with media and school boards.

A final goal is to determine what gaps exist in current information about the Aboriginal, Francophone and Multicultural communities and fill in those gaps with new materials. Following an audit of existing materials, the Aboriginal, Francophone and Multicultural communities will be contacted to find out what other resources they need.

Action Steps

- Document existing materials that promote cultural diversity.
- Determine what new materials need to be added.
- Develop a speakers bureau and make the list available.
- Work with partners to develop cultural diversity awareness programs.
- Develop a media toolkit to be housed on the City's website.
- Make key media contacts, educate media and monitor coverage.
- Develop a Diversity Week by creating an organizing committee, securing volunteers, determining events and venues, working with the City Corporation and media to promote the Week, encourage the community to attend.
- Develop a collection of materials that highlight the contributions of the Aboriginal, Francophone and Multicultural communities to the building of Sudbury.
- Share the information with the City Corporation, media, school boards and others.
- Create forums for open discussion about the challenges faced by cultural groups.

4. Economic Growth and Employment

Strategic Vision

To develop and maintain a vibrant and diverse local economy where all citizens, particularly those of the Aboriginal, Francophone and Multicultural communities, are respected and treated equally.

The City of Greater Sudbury is a community that enables all its citizens to contribute to the local economy, where the skills of all citizens are utilized to the maximum to help their community grow. The result of adopting an economic policy that values everyone is that the community's economy is rich and lively.

Mission

To make the vision of a vibrant local economy a reality, all individuals, businesses and other stakeholders must be encouraged to participate fully in the local economy.

Goals

The first goal is to expand employment. This goal can be achieved by several means. Young people can be linked to area employers through mentorship programs, ensuring that they have a connection with specific local businesses. The varied experience and skills of people seeking employment can be documented and highlighted through the use of prior learning assessment and recognition (PLAR) tools. The City Corporation can offer leadership by providing a model program of cross-cultural training to other organizations. A program of partial funding to be matched by others can provide further training where it is needed.

The second goal is to encourage businesses and industries to embrace cultural diversity in their workforce and business planning. It is important to highlight the economic benefits for them. Documenting progress as it is being made through a series of surveys of businesses and industries is one way of meeting this goal. Another is creating awards that spotlight various types of organizations that are making progress in their pro-diversity activities. Finally, the City Corporation can promote a Business Charter program of recognition for businesses that make a public commitment to embrace diversity.

The third goal is to increase the range of Sudbury's economic activity and to focus particularly on attracting research and development organizations. This goal can be achieved by spotlighting areas of new technology that might want to locate in Sudbury. Another strategy is to promote centers of excellence in research and development. This goal can also be met by supporting existing businesses in their plans to expand.

Action Steps

- Inventory present mentorship programs.
- Modify or create appropriate tools for Prior Learning Assessment and Recognition (PLAR) and incorporate them in hiring practices.
- Inventory existing cultural competence training programs and provide training for all staff within one year.
- Review all policies, procedures and guidelines to ensure inclusive language and clear access.
- Create a matching funding program to provide training for employment seekers.
- Conduct successive surveys of businesses to determine the extent to which businesses are reflecting diversity.
- Create cultural diversity awards.
- Establish a Business Charter, by which businesses could commit publicly to promote diversity.
- Invest in economic development and emerging industries and technologies and keep the community informed about these initiatives.
- Support and participate in post-secondary research and centers of excellence.
- Become involved with business expansion and retention programs to incorporate the goals of cultural diversity in them.



5. Youth Involvement

Strategic Vision

To encourage youth involvement in the Aboriginal, Francophone and Multicultural communities, so that young people from these communities are connected, empowered and valued.

Youth involvement in the Aboriginal, Francophone and Multicultural communities is important so that young people in these communities can develop stronger bonds with each other, become stronger collectively, and feel more appreciated by the community.

Mission

The mission is to bring young people of the Aboriginal, Francophone and Multicultural communities together so that they can celebrate their differences through activities that they lead themselves. These activities will increase confidence and involvement among youth and promote leadership among them.

Goals

The first goal is to develop leadership among young people of the Aboriginal, Francophone and Multicultural communities. This can be done by creating an inventory of existing leadership programs and assessing these to determine if they recognize the value of cultural diversity in leadership. New programs will then be created to fill gaps. These programs will be offered to the schools, with the result that leadership skills among young people of the Aboriginal, Francophone and Multicultural communities are improved.

The second goal is to use the enhanced leadership skills of young people in the Aboriginal, Francophone and Multicultural communities to plan and execute an annual celebration of youth in these communities.

Action Steps

- Assess and inventory suitable local youth leadership development programs.
- Identify gaps and create new programs as needed.
- Contact Canadian school systems with culturally diverse populations to identify age-appropriate diversity programs for youth.
- Assess these programs for developmental suitability and adapt them to local needs.
- Present these programs to the school boards and monitor their use.
- Plan and implement an annual youth celebration day for the Aboriginal, Francophone and Multicultural communities.

6. Cultural Acceptance/Celebration

Strategic Vision

The City of Greater Sudbury is a place where individuals from the Aboriginal, Francophone and Multicultural communities are encouraged to express, learn, integrate and celebrate their distinct cultural identities in a free and respectful environment.

The City of Greater Sudbury will be a place where people from the Aboriginal, Francophone and Multicultural communities can freely develop, share and celebrate their cultures to the benefit of the whole community. Cultural expression can lead to new learning about culture, which can be integrated both by individuals and groups, leading to new forms of cultural celebration.

Mission

The mission is to create an environment in the City of Greater Sudbury where the sharing of knowledge about the cultures of the Aboriginal, Francophone and Multicultural communities makes the City more inclusive and more welcoming.

Goals

It is important to convey respect to the Aboriginal, Francophone and Multicultural communities. This can be accomplished by providing as many opportunities as possible for all citizens to learn about their cultures and what makes these communities distinctive. Organizing a single location for listings of events that the public can easily access is another way to reach this goal.

We must enhance the understanding of the cultures of the Aboriginal, Francophone and Multicultural communities among all citizens. This goal can be accomplished by developing cross-cultural training programs and by creating a single collection of cultural materials including documents, books, pamphlets and videos.

Action Steps

- Create a community cultural advisory sub-committee reflecting the Aboriginal, Francophone and Multicultural communities to create and deliver a cultural education plan.
- Create a single location for information on cultural activities in the Aboriginal, Francophone and Multicultural communities.
- Create an education campaign on the advantages of delivering culturally diverse services in the retail and private sectors.

- Assemble leaders of the Aboriginal, Francophone and Multicultural communities to develop standards for a culture-sharing plan.
- Develop the plan, hold culture-share events and provide a calendar of activities.
- Develop a symbol acknowledging the Aboriginal, Francophone and Multicultural communities.
- Develop annual events when the cultures of the Aboriginal, Francophone and Multicultural communities are honoured.
- Create a speakers bureau and make cross-cultural presentations to service clubs and businesses.
- Develop an understanding of the unique history and situation of Aboriginal people.



Capacity Building Forum - September 23, 2004.

7. Settlement and Immigration

Strategic Vision

Build on the successful stories of Aboriginal and Immigrant settlement in the City of Greater Sudbury to strengthen our cultural and social diversity and the community's economic fabric.

Mission

To ensure that Aboriginal people and Immigrants coming to the City of Greater Sudbury have the support necessary to access services; develop their skills to their full potential; and, contribute to and enjoy Sudbury's quality of life.

A welcoming environment for all newcomers is needed in the City of Greater Sudbury. There are several ways to accomplish this goal.

One is to create a Welcome Centre to refer newcomers to community agencies for assistance. Such a centre can also promote awareness of the Aboriginal, Francophone and Multicultural communities and recruit volunteers from these communities to welcome newcomers.

Work can also be done to expand welcoming activities already taking place. It is important that hospitality continue to be extended to international students at our post-secondary institutions. Many faith communities already assist newcomers, and that work needs to be supported as well. A program is needed to reduce culture shock for Aboriginal people arriving in the City of Greater Sudbury. Such a program could be developed through a partnership between the City Corporation and organizations serving Aboriginal people.

A final way to create a welcoming environment in Greater Sudbury is to increase signage that enhances awareness of Aboriginal, Francophone and Multicultural communities. These "Welcome to Sudbury" type signs need to reflect these communities.

Several measures need to be taken to increase employment opportunities that will in turn facilitate settlement and retain newcomers to the City of Greater Sudbury. Job shadowing can be promoted to increase newcomers' knowledge and experience. Similarly, co-op placements for newcomers will offer on-the-job training and experience. Finally, a program to help internationally-trained newcomers gain Canadian licensure is needed in the City of Greater Sudbury.

Newcomers to the City of Greater Sudbury also require housing resources. Affordable housing is a particular area of need. As well, a housing ombudsman can assist in resolving disputes.

Goals

Strengthen the existing community based organizations (e.g. N'Swakamok, Contact Intercultural, Sudbury Multicultural Folk Arts Association).

Strengthen existing corporate services in partnership with the Aboriginal, Multicultural and Francophone communities.

Promote Sudbury's benefits at the National and International levels.

Develop up-to-date training programs and deliver on-going training to the Mayor and Council, Corporate staff, Community and Citizens.

Action Steps

- Develop a service standards agreement between the corporation and the stakeholder communities (Aboriginal, Francophone, and Multicultural).
- Develop the Sudbury Portal to provide up-to-date information about settlement in Sudbury.
- Investigate accommodation / housing options to assist newcomers with making Sudbury their home.
- Develop easily accessible communication tools that will promote Sudbury services to newcomers – i.e. plastic card with portal address, emergency numbers and contacts.
- Develop a business development mentorship program that encourages entrepreneurship for Aboriginals and Immigrants.
- Research and promote the contributions of newcomers to Sudbury's social and economic base.
- Research and utilize a skills inventory / assessment, identify, and create training program opportunities. This could be the basis to develop a '*Nominee Immigration*' program for Sudbury to attract skilled workers and businesses.
- Survey the needs of the diverse communities, individuals and organizations and establish an ongoing consultation process to identify areas to improve.
- Develop a quality customer service to assist partners and corporations in providing one-stop services to newcomers and Aboriginal people.

- Develop training programs and materials providing information and resources on immigration and newcomer services.
- Ensure frontline staff is trained to meet the needs of newcomers in a friendly and courteous manner.
- Establish relationships and links at the consulate / embassy levels.
- Invest in immigrants already located in Canada.
- Coordinate promotion of Greater Sudbury with international development and educational institutions, industry and trades programs and the federal government – i.e. FedNor.



May 25, 2004 Building Bridges to the Native Community – An Evening of Dialogue

8. Leadership and Capacity-Building

Strategic Vision

To live in a community where individuals, groups and institutions promote and practice respect for cultural diversity.

Mission

To achieve the vision, a process for developing the leadership skills of all citizens, particularly those in the Aboriginal, Francophone and Multicultural communities, will be required.

Goals

The goal of developing leadership in promoting cultural diversity can be met by identifying members of the Aboriginal, Francophone and Multicultural communities who have already shown leadership and recruiting others with leadership potential.

A second goal is to create a training program that will prepare people to give leadership throughout the community in the area of cultural diversity.

Action Steps

- Identify potential leaders and create an inventory of those willing to serve.
- Promote the leadership inventory to the community.
- Create and promote a community-wide strategy to recruit volunteers at all levels of involvement.
- Identify, train and support cultural diversity ambassadors.
- Involve members of the Aboriginal, Francophone and Multicultural communities in promoting cultural diversity.
- Create training modules to support leaders in promoting cultural diversity.
- Select organizations as priority targets for leadership training.
- Identify leaders and train them in promoting cultural diversity for their particular organization.

CONCLUSION

The Diversity Plan outlined in this report to Council represents an opportunity for the community to move towards a brighter future for all its citizens, particularly those of the Aboriginal, Francophone and Multicultural communities.

Those who have volunteered their time and efforts over the last three years to create this Plan have demonstrated their commitment, not only to their own communities, but also to the future of the community as a whole. They believe that working with City Council is the path that will lead to maximum benefits for the community, and they trust that Council will, in turn, want to work with them.



Capacity Building Forum - September 23, 2004.

APPENDIX A

COMMUNITY DIVERSITY COMMITTEE CITY OF GREATER SUDBURY

Terms of Reference

2. Vision:

To ensure that the City of Greater Sudbury is a welcoming and inclusive community for all people, particularly, the Aboriginal, Francophone and Multicultural groups.

3. Mandate:

The Community Diversity Committee shall use its knowledge and expertise to provide advice to the City of Greater Sudbury (CGS) Council on, and act as a liaison with any / all external bodies on barriers to, the harmonious participation in public life within the boundaries of the City of Greater Sudbury. The Committee will also help foster the achievement of cultural, social and economic well being for all current and future **citizens** as well as those who visit.

Each Ad Hoc Community Diversity Advisory Sub Committee shall address the specific issues facing our various distinct communities, develop options for Council's consideration and make recommendations for positive changes that shall improve the quality of life for the citizens of Sudbury's diverse communities.

The Community Diversity Committee will bring together leaders from all sectors to champion cultural diversity.

4. Strategic Focus:

The Diversity Summit Community Roundtable identified 7 key Diversity Themes for the CGS Diversity Initiative.

1. Education and Marketing Relationships
2. Economic Growth and Employment
3. Youth Involvement
4. Cultural Acceptance / Celebration
5. Settlement and Immigration
6. Capacity Development (Leadership) / Organizational Development
7. Role of the City of Greater Sudbury
8. *Governance Structure (To Be Dropped Once Review Is Completed.)*

5. Objectives:

The Community Diversity Committee's areas of responsibility would be to:

1. Ensure strength of representation exists and is maintained in the Community Diversity Committee and the Ad Hoc Community Diversity Advisory Sub Committees.
2. Encourage, co-ordinate and support overall progress in relation to the prioritized themes, goals and projects that each Ad Hoc Community Diversity Advisory Sub Committee undertakes.
3. Monitor results and outcomes and provide feedback to the Ad Hoc Community Diversity Advisory Sub Committees.
4. Coordinate an assessment process for the Ad Hoc Community Diversity Advisory Sub Committees, which would be measurable and communicated to the public.
5. Ensure meaningful progress and tangible results are made to ensure completion of the prioritized goals for each of the Ad Hoc Community Diversity Advisory Sub Committees.
6. Coordinate any public consultation related to the 7 Diversity Themes.
7. Make recommendations to CGS Council in relation to the 7 Diversity Themes and related goals / projects with City Staff input.
8. Coordinate an annual joint community consultation for all Community Diversity Advisory Sub Committees to review access, equity and human rights issues and to provide input on planning, policy and program development for the Community Diversity Committee.

6. Authority:

The Community Diversity Committee will have direct authority, in partnership with other funding agencies, as applicable, for the allocation and application processes associated to any financial or human resource of the Community Diversity Committee, which is within the authorized budget, and sanctioned parameters as approved by CGS Council for the Committee.

7. Reporting Relationship:

The Community Diversity Committee will report to the CGS Council annually. The Committee will present an evaluation report related to the implementation of the Community Diversity Committee's approved plans to Council.

8. Composition:

The Community Diversity Committee shall have 11 Members.

There will be two representatives from each of the five core areas (Aboriginal, Francophone, Multicultural, Community, and Youth identified in the Diversity Thrives Here Initiative plus the City of Greater Sudbury's Mayor or Council's appointed representative making a total of 11 Members.

9. Chair:

The Community Diversity Committee Chair will be elected internally from the Committee's ranks annually.

10. Terms of Office:

- The term of the initial Member appointments to the Community Diversity Committee will continue until the end of the term of the current CGS Council (November 2006) or until the Nominating / Appointment Process (Section 10) is implemented early in 2007.
- Members are eligible for Community Diversity Committee membership for a maximum of six (6) consecutive years starting January 2007, as per the Nominating / Appointment Process set out in Section 10.
- Starting 2007, Members will be appointed for 2-year and 3-year terms (2-year terms to overlap Council elections to provide continuity to the Community Diversity Committee and 3-year terms will coincide with the term of Council). One Member from each representative group (Aboriginal, Francophone, Multicultural, Youth & Community) will have a 2-year term and the other Member of the same representative group will have a 3-year term.
- **The Member's** term will continue until a successor is appointed by CGS Council (in accordance with Section 10) or City Council terminates an appointment at the request of the Community Diversity Committee.
- Vacancies shall be filled only if there are at least 6 months remaining of the appointment term or if necessary to maintain a quorum. When filling vacancies, the existing reserve list from the initial nominating process will be used or the vacancy will be advertised.
- A person appointed to a vacancy, left as a result of a resignation, will serve the remainder of the term and is eligible to reapply for a further term.

- A vacancy may be declared at such time that: a Member submits a letter of resignation or is otherwise unable to complete his/her term or a Member is asked to resign due to excessive absenteeism.
- Council's representative on the Community Diversity Committee will be for a 3-year term consecutive with the current CGS Council's term and Councils' representative will be exempt from 6-year time limit.

11. Nominating / Appointment Process:

- The Aboriginal, Francophone, Multicultural, Youth and Community members of the Community Diversity Committee, shall be appointed by City Council through the City of Greater Sudbury's Agencies, Boards and Commissions selection process, which involves advertisement through the CGS Clerk's Office, upon recommendation of the Community Diversity Committee.
- Advertisement will use traditional media and non-traditional media specific to cultural communities to ensure widespread awareness of the Community Diversity Committee's search for new members.
- Council's representative to the Community Diversity Committee shall be appointed by standard CGS Council procedure.
- A Standing Nominating Committee appointed by the Community Diversity Committee, and in accordance with these Terms of Reference, will coordinate the Member selection process and report back to Council for final decision on appointments.

12. The Community Diversity Committee Meetings:

The Community Diversity Committee will meet at least 10 times per year, with meetings times, dates, etc. as scheduled by the Committee, or at the call of the Chair, as needed.

The agenda for each meeting will be set in collaboration with the designated Community Diversity Committee Chair and designated support staff of the City of Greater Sudbury Corporation.

13. Ad Hoc Community Diversity Advisory Sub Committees:

- Members of the Ad Hoc Community Diversity Advisory Sub Committees will be recruited from the Aboriginal, Francophone, Multicultural, Youth and Community groups within the City of Greater Sudbury and tasked to address goals and projects related to the 7 key Diversity Themes as outlined in Strategic Focus (Section 3).
- Meetings of the Ad Hoc Community Diversity Advisory Sub Committees will be held at the discretion of each Advisory Sub Committee based on their Theme Objective.
- Meetings of the Ad Hoc Community Diversity Advisory Sub Committees will follow the guidelines, procedures and rules as established by the Community Diversity Committee, as amended from time to time.

14. Quorum:

A quorum shall be fifty percent plus one of the standing Members of the Community Diversity Committee.

15. Support Staff:

City staff members including clerical, and the current Coordinator of Corporate Strategy & Policy Analysis, will continue to support the Community Diversity Committee.

16. Other Resources:

The Community Diversity Committee may pursue additional human and financial resources to implement the projects endorsed by the Committee, as needed.