



Action Plan for Ending Racism and
Discrimination in the Municipality
of the County of Kings

NOVEMBER 2012





Greetings

On behalf of the Municipality of the County of Kings Racial Relations and Anti-Discrimination Committee, it is my great pleasure to introduce the *Action Plan for Ending Racism and Discrimination in the Municipality of the County of Kings*.

Our work on racial relations and anti-discrimination formally began in 2008 when the Municipality adopted a declaration to join the Canadian Coalition of Municipalities against Racism (CCMARD) – part of a larger United Nations Educational, Scientific, and Cultural Organization (UNESCO) initiative. The Town of Kentville joined CCMARD in 2010. Kings, along with the Town of Kentville, has committed to addressing the ten UNESCO Commitments that are described in this Action Plan. This work is a labour of love, and I express my sincere thanks to everyone who has played a role and made a contribution.

Racism and discrimination exist everywhere. By telling our stories and listening to each other, we can learn together and start to make changes for the better. I am very proud of the Municipality and the Town of Kentville for taking bold steps in developing an Action Plan and working toward making the Municipality of the County of Kings a welcoming, educated, engaged, and committed community that is safe and meets the social, cultural and economic needs of all residents regardless of age, ability, race, ethnicity, religion, gender, language, sexual orientation or socio-economic status.

Sincerely,

Diana Brothers

Diana Brothers

Warden, Municipality of the County of Kings



Acknowledgements

Several years ago a group of concerned citizens, Councillors, and Municipal staff sat down for their first RRADC meeting with one major goal of eliminating racism and discrimination in the community we call home. Over the years the faces of the Committee have changed, and so have the partners, ideas, and projects we have worked on, but our overall goal has stayed consistent.

Today, the Committee, with the support of Municipal Council, is taking a major step towards achieving our goal. Over the summer months of 2012, the Committee has had the privilege of working closely with many community groups, community leaders, residents, and municipal Council/staff. Their passion and devotion towards creating an inclusive community free of racism and discrimination has made it possible to create such an important document. On behalf of the Committee, we say thank-you.

The Race Relations & Anti-Discrimination Committee is proud to present the *Action Plan for Ending Racism and Discrimination in the Municipality of the County of Kings* to the community and beyond. The Action Plan will be a living document. It is not cast in stone. It will be honed and changed as circumstances change. It will not be allowed to languish because no one cares. We care and we challenge each and every citizen of Kings County to join us and have the courage to stand up and address discrimination and marginalization.

The way ahead will not be easy for this Committee and the community. We need your support, understanding and patience. Racism and discrimination will not be eliminated overnight. It will take time. The Action Plan provides us with the foundation on which to build.

We would like to provide a special thank you to Horizons Community Development Associates Inc. and Horizons Director Cari Patterson for helping to make this Action Plan a reality. Your guidance, professionalism, and expertise were instrumental in connecting the community with the Committee and the Municipality. Also, a special thanks to Dr. Wanda Thomas Bernard who has been a trusted partner to the Municipality of the County of Kings and has challenged and encouraged the Committee and Municipality to strive to do more in our efforts to be a more welcoming community.

"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change we seek." – **President Barack Obama**

Sincerely,

Race Relations & Anti-Discrimination Committee
The Municipality of the County of Kings





Table of Contents

Introduction	1
Background	1
The UNESCO Commitments	1
The Race Relations and Anti-Discrimination Committee	2
Definitions	3
Developing the Action Plan	4
Summary of Action Plan Focus on UNESCO Commitments	5
Our Welcoming Community	6
Our Educated Community	9
Our Engaged Community	12
Our Committed Community	15
Summary Work Plan	18



Introduction

Background

In February of 2008 the Council of the Municipality of the County of Kings formally approved a Declaration to join the Canadian Coalition of Municipalities against Racism (CCAMRD) – part of a larger United Nations Educational, Scientific, and Cultural Organization (UNESCO) initiative. The Town of Kentville formally approved a Declaration to join the CCMARD in November of 2010.

The UNESCO Commitments

In adopting the UNESCO Declaration, the Municipality and Town of Kentville agreed to address the following UNESCO commitments:

- 1.** Increase vigilance against systemic and individual racism and discrimination;
- 2.** Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination;
- 3.** Inform and support individuals who experience racism and discrimination;
- 4.** Involve citizens by giving them a voice in anti-racism initiatives and decision-making;
- 5.** Support measures to promote equity in the labour market;
- 6.** Provide equal opportunities as a municipal employer, service provider and contractor;
- 7.** Support measures to challenge racism and discrimination and promote diversity and equal opportunity housing;
- 8.** Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and other forms of learning;
- 9.** Promote respect, understanding, and appreciation of cultural diversity and inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality; and
- 10.** Support policing services in their efforts to be exemplary institutions in combating racism and discrimination.



Introduction (Cont'd.)

The Race Relations and Anti-Discrimination Committee

As one mechanism for achieving the UNESCO commitments, the Municipality formed the Race Relations and Anti-Discrimination Committee (RRADC) and developed Terms of Reference to guide its work.

The RRADC is composed of two municipal Councillors, one or two municipal staff member(s), one unionized municipal staff member, and three to six residents of the Municipality of the County of Kings. All members are appointed annually by the Council of the Municipality of the County of Kings.

Current RRADC members are:

Warden Diana Brothers (Chair)
Councillor Dick Killam
Chris Moore – Municipal Staff Member
Lynette MacLeod – Municipal Staff Member
Trevor Surette – Municipal Staff Member (Unionized)
Aritha Jardine – Citizen Member
Crystal Best – Citizen Member

Garry Michaud – Citizen Member (Vice Chair)
Julia Fralick – Citizen Member
Nastasya A. Kennedy – Citizen Member
Sharron Criss – Citizen Member
Catherine Gibson – Advisory Member
Krishinda McBride – Advisory Member

Committee Vision

We envision the Municipality of the County of Kings as a recognized leader in establishing and implementing policies, programs and practices to eliminate racism, discrimination and exclusion.

Committee Mission

To determine where and how racism, discrimination and exclusion are manifest in the Municipality of the County of Kings. To recommend policies, programs and practices designed to eliminate racism, discrimination and exclusion, to monitor the effects of recommendations and to report on changes.



Introduction (Cont'd.)

Role of the Committee

The Committee will research and investigate issues relating to racism and discrimination, and will recommend to the Council of the Municipality of the County of Kings resources, policies, and practices that are consistent with the UNESCO 10 Commitments. The Committee will facilitate the achievement of these commitments through the creation and implementation of an Action Plan.

Definitions

For the purposes of this work, we are using the following definitions:

Cultural safety: Cultural safety goes beyond cultural awareness (the acknowledgement of difference); cultural sensitivity (the recognition of the importance of respecting difference); and cultural competence (the focus on skills, knowledge, and attitudes of practitioners). Cultural safety requires that individuals be respectful of nationality, culture, age, sex, political and religious beliefs. The Nursing Council of New Zealand has defined culturally unsafe practice as “any actions that diminish, demean or disempower the cultural identity and well-being of an individual.”

(Source: <http://www.naho.ca/documents/naho/english/Culturalsafetyfactsheet.pdf>)

Diversity: The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

(Source: <http://gladstone.uoregon.edu/~asuomca/diversityinit/definition.html>)

Race relations: The relationships between people of different races who live in the same community.



Introduction (Cont'd.)

Developing the Action Plan

In July 2012 the RRADC contracted **Horizons Community Development Associates Inc.** (www.horizonscda.ca) to facilitate the development of the Action Plan. Between July and September, the Horizons team reviewed relevant documents and reports, and conducted interviews and focus groups with representatives from a broad range of groups across Kings County. In early September Horizons facilitated a community session to gather input from interested citizens.

A draft Action Plan was presented at the RRADC's fourth annual **Celebration of Multiculturalism and Inclusion** in September 2012. Citizens provided feedback via surveys and a web survey, and the final version of the Action Plan was approved by the RRADC and unanimously approved by Council in October 2012.

This Action Plan builds on known strengths in Kings County. It will continue to evolve and grow with our community. It is currently written as a three year plan; we will reflect on it and update it regularly.

This Action Plan is organized around four strategic areas:

- **Our Welcoming Community**
- **Our Educated Community**
- **Our Engaged Community**
- **Our Committed Community**

The table on the next page summarizes the specific UNESCO Commitments addressed in each of the four strategic areas.



Summary of Action Plan Focus on UNESCO Commitments

UNESCO Commitments		Strategic Area			
		Our Welcoming Community	Our Educated Community	Our Engaged Community	Our Committed Community
Municipality as guardian of public interest	1. Increase vigilance				✓
	2. Monitor actions	✓	✓		✓
	3. Increase support for people who experience racism and/or discrimination		✓		✓
	4. Support policing services			✓	✓
Municipality as an organization	5. Provide equal opportunities as a municipal employer, service provider and contractor				✓
	6. Promote equity in the labour market	✓			✓
	7. Challenge racism and discrimination and promote diversity and equal opportunity in housing		✓	✓	
Municipality as community based on the respect of human rights and dignity	8. Involve all residents in initiatives	✓	✓	✓	
	9. Challenge racism and discrimination in education and learning		✓		✓
	10. Promote respect, understanding and appreciation of diversity and the inclusion of Aboriginal, racialized communities	✓	✓		✓



Our Welcoming Community

GOAL: To create a safe and welcoming community that meets the social, cultural and economic needs of all residents regardless of age, ability, race, ethnicity, religion, gender, language, sexual orientation or socio-economic status.

OBJECTIVE 1: Through active effort by County Council, identify and implement events, programs and procedures that reflect the community as safe and welcoming to all groups regardless of age, ability, race, ethnicity, religion, gender, language, sexual orientation or socio-economic status.

Action A

Participate with community partners in the recognition of internationally, nationally, and provincially declared events commemorating inclusion, diversity and equality. (For example, develop a calendar of special days, place ads in the local paper commemorating special events/days, highlight events/days in newsletters/twitter /e-mail, etc).

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
# of events attended # of events hosted Public awareness of events	RRADC members RRADC staff	Community groups	Staff time Advertising/PR budget	Year One and ongoing

Resources/ Best Practices

RRADC annual budget, community partners' budgets

Action B

Establish and implement a review process for all internal and external documents to ensure that language, format and images reflect the community as safe and welcoming to all groups regardless of age, ability, race, ethnicity, religion, gender, language, sexual orientation or socio-economic status.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Documented review process # of documents reviewed #, type of document revisions	Communications Officer		Staff time Training	Year One and ongoing



Our Welcoming Community (Cont'd.)

Action C

Apply the principles of universal design in all new municipal projects, presentations, events and renovations of physical spaces.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
# of projects, presentation, events, renovations applying principles of universal design	Municipal planning staff Communications Officer Municipal staff		Staff time Training	Year Two and ongoing

Resources/ Best Practices

Equal Access: Universal Design of Physical Spaces http://www.washington.edu/doit/Brochures/PDF/equal_access_spaces.pdf
 Equal Access: Universal Design of Your Project <http://www.washington.edu/doit/Brochures/PDF/design.pdf>

OBJECTIVE 2: Develop and implement a program that provides residents with opportunities to make a personal commitment to creating a safe and welcoming community.

Action A

Develop a personal Code of Conduct for residents.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Documented Code of Conduct	RRADC staff	Community organizations	Staff time	Year One

Resources/ Best Practices

Ally Program of the Youth Project: <http://www.youthproject.ns.ca/ally.php>

Action B

Develop and implement a process for residents to commit to the Code of Conduct (also see Action 3c below).

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Documented Code of Conduct	RRADC staff	Community organizations	Staff time	Year Two and ongoing

Resources/ Best Practices

Ally Program of the Youth Project: <http://www.youthproject.ns.ca/ally.php>



Our Welcoming Community (Cont'd.)

OBJECTIVE 3: Develop and implement a program that provides local businesses and organizations with opportunities to make a commitment to creating a safe and welcoming community.

Action A

Develop a Code of Conduct for businesses and organizations.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Documented Code of Conduct	RRADC staff	Community organizations	Staff time	Year One

Resources/ Best Practices

Safe Harbour Respect for All Program: <http://www.amssa.org/programs/diversity/safe-harbour/nfl/welcome>

Action B

Develop and implement a process for businesses and organizations to commit to the Code of Conduct.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Documented process Public awareness of Code of Conduct # of businesses committed to Code of Conduct	RRADC staff RRADC members	Community organizations	Staff time	Year Two and ongoing

Resources/ Best Practices

Safe Harbour Respect for All Program: <http://www.amssa.org/programs/diversity/safe-harbour/nfl/welcome>

Action C

Develop and implement a process for recognition of individuals, businesses and organizations that exemplify the Codes of Conduct.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
# of residents, businesses, and organizations recognized for commitment to Code of Conduct	RRADC staff RRADC members	Community organizations	Staff time	Year Two and ongoing



Our Educated Community

GOAL: To create a community in which residents, employers, and organizations are well informed and have access to information about inclusion and diversity.

OBJECTIVE 1: Increase public knowledge of diversity and inclusion.

Action A

Develop and implement a social marketing strategy that shares the stories of residents, their diverse backgrounds, their experiences of discrimination and exclusion, and strategies for addressing racism, discrimination and exclusion.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Strategy developed Strategy implemented Public awareness of strategy	RRADC staff Communications Officer Social Marketing Consultant	Local Employers Acadia University NSCC Province of NS	Funds to hire consultant, implement strategy	Year Three

OBJECTIVE 2: Increase the cultural competence and cultural safety of local educators, municipal Councillors, municipal staff, and other service providers.

Action A

Develop and implement cultural competency and cultural safety training for municipal staff; using a train the trainer model, make this training available to educators, Councillors, other service providers, volunteers and community members.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Training program developed # of training sessions delivered # of participants in training sessions # of trainers	RRADC staff RRADC members, advisors	AVRSB NS Department of Education (DOE) NS Department of Health and Wellness (DHW) Community organizations	Staff time Relationships with partners	Year Two and ongoing

Resources/ Best Practices

DOE Racial Equity /Cultural Proficiency Framework: http://www.ednet.ns.ca/pdfdocs/racial_equity/RECPF_WEB.pdf

Cultural Competence Guidelines for the Delivery of Primary Health Care in Nova Scotia: http://healthteamnovascotia.ca/cultural_competence/CulturalCompetenceGuidelines_Summer08.pdf

DHW - An Introduction to Cultural Competence in Health Care: <http://www.gov.ns.ca/health/mocins/BBTT/Cultural-Competence/Culture-Cometence-Participant-Materials-Session-1.pdf>

County Development Council Durham (2009) Cultural Competency in the Provision of Health and Social Services: http://www.cdcd.org/cms_lib/002_Cultural_Competency_in_the_Provision_of_Health_and_Social_Services.pdf



Our Educated Community (Cont'd.)

OBJECTIVE 3: Increase community capacity to effectively promote diversity and inclusion through information sharing and networking.

Action A

Establish a clearinghouse of resources including best practices related to diversity, inclusion, and diversity management.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
#/type of documents and resources compiled # of individuals, organizations accessing information	RRADC staff	Community organizations Acadia University NSCC Local employers	Staff time	Year Two and ongoing

Resources/ Best Practices

Health Promotion Clearinghouse: <http://www.hpclearinghouse.ca/>

Action B

Create, maintain and distribute a directory of existing resources, assets and initiatives.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Directory created	RRADC staff	Community organizations	Staff time	Year One and ongoing

Resources/ Best Practices

Health Promotion Clearinghouse: <http://www.hpclearinghouse.ca/>

Action C

Establish a network of individuals, organizations and private sector partners, and a mechanism for communication among network members (e.g., listserv, Facebook page, website, blog).

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
# of individuals, organizations and private sector partners engaged Communication mechanism in place Use of communication mechanism	RRADC staff	Community organizations Local employers	Staff time	Year One and ongoing

Resources/ Best Practices

Health Promotion Clearinghouse: <http://www.hpclearinghouse.ca/>



Our Educated Community (Cont'd.)

Action D

Mobilize network to share information and funding opportunities for addressing discrimination and promoting diversity.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
# of opportunities shared among members # of collaborative proposals submitted # of initiatives funded	RRADC staff	Community organizations	Staff time	Year Two and ongoing

Action E

Establish a single point of contact within the Municipality for individuals or employers seeking information regarding inclusion, diversity, and diversity management.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Point of contact established # of requests for information #/type of responses	RRADC staff Municipal staff		Staff time	Year Three

Resources/ Best Practices

Employee Assistance Programs



Our Engaged Community

GOAL: To encourage shared ownership and community wide engagement and participation in the elimination of discrimination and racism, and in the promotion of diversity and inclusion.

OBJECTIVE 1: Increase participation in race relations and anti-discrimination initiatives across all sectors in the Municipality.

Action A

Share the Action Plan widely; continue to develop and refine future direction in collaboration with stakeholders.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Action Plan distributed	RRADC staff RRADC members	Community organizations Local employers Media	Staff time	Year One and ongoing

Resources/ Best Practices

CCMARD Toolkit www.ccmard-ccmcrd.ca

Action B

Identify and address barriers to engagement of marginalized groups.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
#/type of barriers identified Strategies for addressing barriers developed, implemented	RRADC staff RRADC members	Community organizations Local employers NS Human Rights Commission	Staff time	Year One and ongoing



Our Engaged Community (Cont'd.)

OBJECTIVE 2: Build and strengthen partnerships across all sectors for addressing discrimination and promoting diversity.

Action A

Build meaningful relationships with stakeholders across the Municipality.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
# new relationships established # relationships strengthened	RRADC staff RRADC members	Town Councils Community organizations Local employers Media	Staff time	Year One and ongoing

Action B

Identify champions and people of influence who can help address discrimination and promote diversity.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
# champions identified # champions engaged #/type of activities of champions to move agenda forward	RRADC staff RRADC members	Community organizations Local employers Media	Staff time	Year One and ongoing

OBJECTIVE 3: Increase opportunities to meaningfully engage youth in addressing racism and promoting diversity in the Municipality.

Action A

Educate RRADC members and partners about meaningful youth engagement.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Session(s) completed #/type of processes participants use to engage youth	RRADC staff RRADC members	Community organizations Media	Staff time	Year One and ongoing

Resources/ Best Practices

Heartwood Institute: <http://www.heartwood.ns.ca/>



Our Engaged Community (Cont'd.)

Action B

Establish a Youth Council as part of RRADC.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Youth Council established	RRADC staff RRADC members	Community organizations Media	Staff time	Year One and ongoing

Resources/ Best Practices

Heartwood Institute: <http://www.heartwood.ns.ca>

Red Road Project: <http://www.redroadproject.ca/>



Our Committed Community

GOAL: To demonstrate a commitment to ending racism and discrimination by investing in sustainable supports for inclusion and diversity work at the municipal level.

OBJECTIVE 1: Establish the RRADC as a guiding body to coordinate and support community efforts to end racism and discrimination.

Action A

Revisit and update the RRADC Terms of Reference to: (1) clarify the primary purpose of the committee as a coordinating body, (2) outline clear roles and responsibilities for committee members, and (3) broadly define the focus of the committee as addressing discrimination and promoting inclusion and diversity.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
TOR updated	RRADC members			Year One

Action B

Hire a full-time staff person dedicated to the work of the RRADC.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Staff person in place	Municipality RRADC members		Funding for recruitment, salary and other employment related costs Office space Office materials	Year One and ongoing

OBJECTIVE 2: Increase the RRADC's accountability to the community.

Action A

Hold regular RRADC meetings in locations throughout the community and invite community members to host and attend.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
#, locations of meetings # of community participants	RRADC members RRADC staff	Community organizations		Year One and ongoing



Our Committed Community (Cont'd.)

Action B

Develop a communication plan to regularly inform the community about the work of the RRADC.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Communication plan developed Communication plan implemented	RRADC staff		Staff time	Year One

OBJECTIVE 3: Develop and implement clear, effective policies based on best practices to ensure inclusive environments free of discrimination.

Action A

Compile best practices for diversity management policies; share through clearinghouse.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Best practices compiled	RRADC staff Humna Resources staff	Acadia University NSCC Local Employers Chamber of Commerce	Staff time	Year Two

Resources/ Best Practices

http://www.phac-aspc.gc.ca/canada/regions/atlantic/Publications/Inclusion_lens/inclusion-eng.php

Action B

Work with the Human Resources Department to promote and support a diverse employee base.

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
Diversity of Municipal staff	RRADC staff	Local Employers Chamber of Commerce	Staff time	Year One and ongoing



Our Committed Community (Cont'd.)

Action C

Make training and information available to help local employers and organizations develop and implement policies that address discrimination and promote diversity (see also cultural competence training).

Measures	Responsibility	Potential Partners	Resources Required	Timeframe
#, type of information requests addressed # of training sessions	RRADC staff Cultural competence trainers	Valley African Nova Scotia Development Association (VANSDA) Chamber of Commerce	Staff time	Year Two and ongoing



Summary Work Plan

The following tables summarize the times the work will occur. The orange squares signify the year in which the work begins; light orange signifies ongoing work.

Our Welcoming Community

Action	YEAR 1	YEAR 2	YEAR 3
STRATEGIC AREA GOAL: To create a safe and welcoming community that meets the social, cultural and economic needs of all residents regardless of age, ability, race, ethnicity, religion, gender, language, sexual orientation or socio-economic status.			
OBJECTIVE 1: Through active effort by County Council, identify and implement events, programs and procedures that reflect the community as safe and welcoming to all groups regardless of age, ability, race, ethnicity, religion, gender, language, sexual orientation or socio-economic status.			
a) Participate with community partners in the recognition of international, national and provincially declared events commemorating inclusion, diversity and equality.			
b) Establish and implement a review process for all internal and external documents to ensure that language, format and images reflect the community as safe and welcoming to all groups regardless of age, ability, race, ethnicity, religion, gender, language, sexual orientation or socio-economic status.			
c) Apply the principles of universal design in all new municipal projects, presentations, events and renovations of physical spaces.			
OBJECTIVE 2: Develop and implement a program that provides residents with opportunities to make a personal commitment to creating a safe and welcoming community.			
a) Develop a personal Code of Conduct for residents.			
b) Develop and implement a process for residents to commit to the Code of Conduct (also see Action 3c below).			
OBJECTIVE 3: Develop and implement a program that provides local businesses and organizations with opportunities to make a commitment to creating a safe and welcoming community.			
a) Develop a Code of Conduct for businesses and organizations.			
b) Develop and implement a process for businesses and organizations to commit to the Code of Conduct.			
c) Develop and implement a process for recognition of individuals, businesses and organizations that exemplify the Codes of Conduct.			



Summary Work Plan (Cont'd.)

Our Educated Community

Action	YEAR 1	YEAR 2	YEAR 3
STRATEGIC AREA GOAL: To create a community in which residents, employers, and organizations are well informed and have access to information about inclusion and diversity.			
OBJECTIVE 1: Increase public knowledge of diversity and inclusion.			
a) Develop and implement a social marketing strategy that shares the stories of residents, their diverse backgrounds, their experiences of discrimination and exclusion, and strategies for addressing racism, discrimination and exclusion.			
OBJECTIVE 2: Increase cultural competence and cultural safety of local educators, municipal Councillors, municipal staff, and other service providers.			
a) Develop and implement cultural competency and cultural safety training for municipal staff; using a train the trainer model, make this training available to educators, Councillors, other service providers, volunteers and community members.			
OBJECTIVE 3: Increase community capacity to effectively promote diversity and inclusion through information sharing and networking.			
a) Establish a clearinghouse of resources including best practices related to diversity, inclusion, and diversity management.			
b) Create, maintain and distribute a directory of existing resources, assets and initiatives.			
c) Establish a network of individuals, organizations and private sector partners, and a mechanism for communication among network members.			
d) Mobilize network to share information and funding opportunities for addressing discrimination and promoting diversity.			
e) Establish a single point of contact within the Municipality for individuals or employers seeking information regarding inclusion, diversity, and diversity management.			



Summary Work Plan (Cont'd.)

Our Engaged Community

Action	YEAR 1	YEAR 2	YEAR 3
STRATEGIC AREA GOAL: To encourage shared ownership and community wide engagement and participation in the elimination of discrimination and racism, and in the promotion of diversity and inclusion.			
OBJECTIVE 1: Increase participation in race relations and anti-discrimination initiatives across all sectors in the Municipality.			
a) Share the Action Plan widely; continue to develop and refine future direction in collaboration with stakeholders.			
b) Identify and address barriers to engagement of marginalized groups.			
OBJECTIVE 2: Build and strengthen partnerships across all sectors for addressing discrimination and promoting diversity.			
a) Build meaningful relationships with stakeholders across the Municipality.			
b) Identify champions and people of influence who can help address discrimination and promote diversity.			
OBJECTIVE 3: Increase opportunities to meaningfully engage youth in addressing racism and promoting diversity in the Municipality.			
a) Educate RRADC members and partners about meaningful youth engagement.			
b) Establish a Youth Council as part of RRADC.			



Summary Work Plan (Cont'd.)

Our Committed Community

Action	YEAR 1	YEAR 2	YEAR 3
STRATEGIC AREA GOAL: To demonstrate a commitment to eliminating racism and discrimination by investing in sustainable supports for inclusion and diversity work at the municipal level.			
OBJECTIVE 1: Establish the RRADC as a guiding body to coordinate and support community efforts to end racism and discrimination.			
a) Revisit and update the RRADC Terms of Reference.			
b) Hire a full-time staff person dedicated to the work of the RRADC.			
OBJECTIVE 2: Increase the RRADC's accountability to the community.			
a) Hold regular RRADC meetings in locations throughout the community and invite community members to host and attend.			
b) Develop a communication plan to regularly inform the community about the work of the RRADC.			
OBJECTIVE 3: Develop and implement clear, effective policies based on best practices to ensure inclusive environments free of discrimination.			
a) Compile best practices for diversity management policies; share through clearinghouse.			
b) Work with the Human Resources Department to promote and support a diverse employee base.			
c) Make training and information available to help local employers and organizations develop and implement policies that address discrimination and promote diversity (see also cultural competence training).			







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