



City of Richmond

Report to Committee

To: Planning Committee
From: Cathryn Volkering Carlile
General Manager - Community Services
Date: January 17, 2012
File:
Re: 2012 - 2015 RICHMOND INTERCULTURAL STRATEGIC PLAN AND WORK PROGRAM

Staff Recommendation

That the 2012-2015 Richmond Intercultural Strategic Plan and Work Program
(Attachment 1) be approved.

Cathryn Volkering Carlile
General Manager - Community Services

Att. 1

FOR ORIGINATING DEPARTMENT USE ONLY			
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER	
Fire Rescue	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
RCMP	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Recreation	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	REVIEWED BY CAO	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

Staff Report

Purpose

The purpose of this report is to present the 2012-2015 Richmond Intercultural Strategic Plan and Work Program for Council adoption.

Origin

In September 2004 Council approved the 2004-2010 Richmond Intercultural Advisory Committee (RIAC) Intercultural Strategic Plan and Work Program. In 2011 RIAC began a process of updating the plan to take it forward until the year 2015. The resulting 2012-2015 RIAC Intercultural Strategic Plan re-endorses the City Intercultural Vision for Richmond to become the “most welcoming inclusive and harmonious community in Canada”. It has revisited the strategic directions and work program from the 2004-2010 Plan and revised them both accordingly.

This report provides an overview of this revised plan and an overview of the process for its development. The 2012- 2015 Intercultural Strategic Plan is consistent with the following Council Term Goal:

Council Term Goal 4 - Community and Social Services

Improve the effectiveness of the delivery of social services in the City through the development and implementation of a social service strategy.

Process and Plan Development

The 2012-2015 Plan has been created through a participatory planning process. In May 2011 RIAC held a focus group session to revisit and reassess the 2004-2010 Plan. From this session a working group of RIAC members was formed which identified key work areas for the 2012-2015 time period. The structure and participatory approach to this planning was aided by advice from the Dialogue and Community Education Program at Simon Fraser University and by being part facilitated by Mike Redpath City of Richmond, Senior Manager of Parks. The involvement of Senior City Management also helped to ensure that City Corporate Strategic Priorities informed the new Intercultural Strategic Plan.

The planning process involved four phases:

RIAC Participatory Planning Process	
Phases	Participants
1. Process Planning and Priority Setting, February and March 2011	RIAC Membership, City Management, SFU
2. RIAC Planning Forum, May 2011	RIAC Committee Members
3. RIAC Work Planning Sub Group Meetings – June-September 2011	RIAC Sub Group Members
4. RIAC Committee Discussion and Work Plan Prioritisation September-October 2011	RIAC Committee Members

Analysis

In launching this current review, it was acknowledged that the existing 2004-2010 Strategic Plan is a quality document that provided a solid foundation for preparation of an updated document. The new plan for 2012-2015 builds on and develops the key vision, values and strategic directions of the existing plan while making it more focused and relevant to the contemporary Richmond situation.

Since 2004 the demographic profile of Richmond has continued to change and intercultural priorities within the City as a whole have also thus shifted. The 2012-2015 RIAC Intercultural Strategic Plan addresses these changes.

1. Key Themes

Three themes pervade the revised plan and work program:

- “Interculturalism” is described as “a culturally interactive and vibrant process” compared to the relatively static concept of “multiculturalism”.
- “Partnership”, which recognizes that no “one” stakeholder can achieve interculturalism alone.
- “Civic Engagement” which recognises that Interculturalism can only be achieved through innovate and inclusive practices that recognise cultural barriers and differing approaches to public participation.

2. Next Steps

Once the strategy is approved RIAC will:

- distribute the 2012-2015 Richmond Intercultural Strategic Plan and Work Program widely;
- meet with a wide range of community stakeholders to build awareness, consensus and commitment for stakeholders’ participation; and
- encourage a wide range of stakeholders to participate.

RIAC will take the lead role in coordinating and implementing the Work Program and reporting progress to Council annually, or as necessary. The accomplishment of many of the strategic initiatives will depend on the willingness of stakeholders to participate and the availability of the required resources. City staff will support the RIAC 2012 Work Program as City policies, work programs, staff time and resources permit.

Financial Impact

Approval of the 2012-2015 Richmond Intercultural Strategic Plan and Work Program does not commit Council to fund any specific initiative. Actions will be funded through existing RIAC or departmental budgets, supplemented by external funding, as available. Any additional financial requirements would be subject to a subsequent Council approval.

Conclusion

RIAC has completed an inclusive participatory planning process in the development of the 2012-2015 Richmond Intercultural Strategic Plan and Work Program. The plan places emphasis on partnerships and cultural interaction and the community will continue to be involved in its implementation.

The vision of the Intercultural Strategic Plan is to work towards Richmond being “the most welcoming, inclusive and harmonious community in Canada”. This vision is aligned and has been developed in conjunction with the City corporate vision of Richmond being the “most appealing, liveable, and well-managed city in Canada”



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2012-2015 Richmond Intercultural Strategic Plan and Work Program

Prepared by: Richmond Intercultural Advisory Committee



2012 – 2015 Richmond Intercultural Strategic Plan and Work Program

Prepared by:
Richmond Intercultural Advisory Committee

October 2011

Acknowledgements

Richmond Intercultural Advisory Committee (RIAC), 2011 Membership

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City Council Liaison

Councillor Bill McNulty

RIAC would like to thank the following people for assisting and advising with the development of the 2012-2015 RIAC Strategic Plan:

- Mike Redpath- Senior Manager of Parks, City of Richmond.
- Peter Boothroyd Simon Fraser University.

For further information regarding RIAC and the Strategic Plan and Work Program, please contact Alan Hill, Cultural Diversity Coordinator, City of Richmond (ph. 604-276-4391, fax 604-276-4132, e-mail ahill@richmond.ca).

For additional copies of this document, please visit the City of Richmond website at www.richmond.ca.

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Introduction

RIAC Vision and Mandate

RIAC Mandate

The Richmond Intercultural Advisory Committee (RIAC) was established by the Richmond City Council in February 2002 to assist the City in working toward its Corporate Vision of making Richmond the "most appealing, liveable, and well-managed city in Canada."

The mandate of the RIAC, as outlined in its terms of reference, is to "enhance intercultural harmony and strengthen intercultural co-operation in Richmond." The RIAC will achieve this mandate through several interrelated functions including providing information, options and recommendations to City Council and community stakeholders regarding intercultural issues and opportunities, and responding to intercultural issues referred to it by Council.

The purpose of this initiative is to develop an Intercultural Strategic Vision and Work Program to support the City and the Richmond community in making Richmond more appealing, liveable, and well-managed.

The RIAC recognizes that the successful achievement of the Intercultural Vision necessitates the City working in partnership, especially in a facilitative role, with the numerous stakeholders that make up the Richmond community. The Intercultural Strategy cannot be successfully implemented without the participation and involvement of the many diverse cultural groups and other stakeholders in Richmond.

Stakeholders include federal and provincial governments, institutions, agencies, educational organizations, the private sector, communities, associations, the media, religious and cultural groups, and the general public.

RIAC Vision for Intercultural Life In Richmond

Introduction

To achieve the overall vision of the City, "to be the most appealing, liveable and well-managed community in Canada," Richmond needs to better incorporate a value for and understanding of diversity into all its planning and services. The vision for intercultural life in Richmond should:

Promote:

- Pride in and acceptance of Canadian values and laws.
- Pride in and respect for diverse heritages and traditions.
- Pride in and participation in community life.

Recognize:

- That 'culture' is an integrated pattern of thought, speech, action and behaviour which is passed on from one generation to another, through education and learning.
- That 'culture' evolves, and Richmond's culture is shaped by historic patterns and traditions, current practices and trends, and future planning.

Embrace:

- The concept of 'Interculturalism,' a culturally interactive and vibrant process, as the next step for Canadian multiculturalism.

Richmond's Intercultural Vision

***"For Richmond to be the most
welcoming, inclusive and harmonious community in Canada"***

A Brief Summary of the Richmond Context

Issues and Opportunities that have provided a frame for the 2012-2015 RIAC

Intercultural Strategic Plan

During the period of operation of the 2004-2010 Strategic Plan Richmond has come to experience even greater cultural diversity with arrivals in Richmond coming from a greater number of countries of origin than ever before. There has been a marked increase in the number of immigrants of all immigration status arriving in Richmond from Mainland China. Most of this group are Mandarin speakers and would read simplified rather than traditional Chinese text. This group in Richmond has now eclipsed Cantonese speaking group of Chinese decent, who until recently were the largest single group of immigrants in the community. This will impact the work of RIAC in many ways, one major way being that many Mainland Chinese immigrants have quite unique expectations and needs in relation to civic and community life. Another major change in Richmond that has influenced the development of this Strategic Plan is that the Filipino community is now the second biggest immigrant community. This community is often a somewhat hidden community and is often assumed to be more integrated into mainstream Canadian life due to the fact that many in this community speak English well. This community however faces many barriers and Richmond has very few specific support structures to meet their needs.

Since the formation of the 2004-10 plan, Richmond has developed a more diverse refugee community. Many of these refugees are from Arabic countries, particularly Iran and Iraq, and there are also some from Afghanistan. Richmond also has a fairly well established refugee community from Somalia, that although predates the formation of the 2004- 2010 plan, are still often outside the reach of mainstream services. A major change between 2004-10 has been the emerging of a much more confident and organised Aboriginal community in Richmond. Although this is a small community it is a community that has often been excluded from intercultural planning. The emergence of an organised community allows RIAC to start to rectify that situation.

Although around one third of Richmond is still farmland, much of the City is becoming more densely populated and is taking on the social and physical characteristics of a big city, with all the attached issues that come with that. RIAC has attempted to be aware of this in the formation of this new Strategic Plan.

A positive factor taken into account in this planning process is that between 2004-2010 there has been an increase in the number of agencies offering immigrant settlement assistance and that these agencies are offering a wider and more complex set of services that go beyond usual definitions of settlement. This raises many interesting opportunities for RIAC to form partnerships with this sector. Diversity is much more central to partner organizations with many public/ governmental organisations having their own diversity committees - many of which have been formed on the RIAC Model. Again, this offers the potential for many joint projects and shared learning's. RIAC faces many interesting opportunities due to the changing context at City Hall. Now that the Olympics is over the City has engaged in long term planning, notably corporate visioning, an Official Community Plan (OCP) update and the development of a Social Planning Strategy. All these initiatives offer important and meaningful opportunities for RIAC's involvement and help to shape RIAC's planning context

Evaluation of 2004 - 2010 Intercultural Strategic Plan

Brief Overview of Some 2004- 2010 RIAC Achievements

RIAC has achieved some great successes over the period of the 2004-2010 Strategic Plan. Most of this work was specifically referenced in this outgoing planning document although other projects have developed more organically as circumstances have changed over the six year period. Brief highlights of these achievements have included. Greater details can be found in the annual RIAC reports to City Council .

- The development of a Newcomers Guide for new Richmond residents.
- A number of high profile Civic engagement and dialogue events involving Richmond cultural and faith communities and also Richmond Youth.
- Exploration of barriers to voting and civic engagement for immigrants and visible minorities in Richmond.
- Advising Council on the display of religious symbols and City Hall and working to develop procedures in this area.
- The ongoing showcasing and promotion of partnerships and best practice amongst community agencies working on intercultural projects.
- Providing input on a wide range of City policy and strategy developments including the City of Richmond Parks and Recreation Master Plan, the Official Community Plan update and the Richmond Social Planning Strategy.

Brief Overview of Some 2004-2010 Outstanding Work Program Items.

Key examples of some of the outstanding work items contained in the 2004-2010 Strategic Plan that were not implemented include.

- Researching apprentice type schemes for underemployed immigrants.
- Exploring the feasibility of creating an 'intercultural space'.
- Developing mechanisms to encourage immigrants to apply for stakeholder jobs and run for elected positions.
- The ongoing welcoming of newcomers to Richmond through stakeholder partnerships (e.g. hosting an annual event, writing a welcome letter etc).

Summary and Rationale of 2012-2015 Strategic Planning Process

Guiding Principles for Action

In pursuing this intercultural vision, the following principles are to guide all City and stakeholders' planning, decision-making and service delivery:

- Inclusion: Participation by all sectors of the community is to be invited and encouraged.
- Co-operation: Partnerships are to foster co-operation, rather than competition.
- Collaboration: The interests (e.g., needs, goals, concerns) of all stakeholders are to be considered in decision-making processes.
- Dynamism: Flexibility and adaptability is required to stay alert to emerging needs, issues and opportunities, and being open to new ideas and approaches.
- Integration: Cultural diversity is to be recognized as a core aspect of Richmond life, and the principles of multiculturalism and the vision of interculturalism applied.
- Equity: Strategic initiatives are to be implemented in a manner that is fair to all groups, communities and individuals in need.

City And Stakeholder Intercultural Roles

It is acknowledged that achieving improved intercultural harmony requires full stakeholder participation and that neither the City nor any one stakeholder can achieve it alone.

The City's role:

- emphasizes leadership and facilitation,
- involves using existing City resources, including staff time, and
- is to be accomplished within existing budget levels, unless otherwise approved by Council.

Stakeholders' roles include:

- participation,
- mutual support,
- funding, and
- resource sharing.

Strategic Components

To implement this Strategic Plan, intercultural stakeholders can be guided by the following strategic components:

- Coordination
- Partnerships
- Research
- Information

- Education & Training
- Promotion
- Project Management
- Planning

Strategic Directions

To achieve the Vision set forth in this Plan, the RIAC recommends that the following strategic directions be established and pursued over the next three years by the City and other stakeholders.

1. Address language and information and cultural barriers that interfere with building a welcoming community and ensure that information on City and community activities is available, for newcomers and residents, in a manner that appreciates the needs, communication skills and traditions of different cultural groups.
2. Address the perception and reality of racism and discrimination in the community. Dispel misconceptions related to culture that maintain stereotypes and foster prejudice.
3. Ensure that City and other governmental and stakeholder systems, policies and planning processes are aligned with the Intercultural Vision recommended in this Plan and use 'best practice' methods to make decisions and prevent cross-cultural misunderstanding and antipathy.
4. To support the development and integration of Richmond's immigrants while doing this in a way that respects family and cultural traditions.

Key Overarching Strategic Recommendations

- a) Invite stakeholders to share and find ways to make resources available (e.g., stakeholder staff, volunteers, facilities, equipment, funding) to implement the Strategic Plan and Work Program.

Note: The City will support the implementation of this Strategic Plan and Work Program through its existing contributions, which include providing:

- organizational support for RIAC,
 - staff liaison services to RIAC,
 - space for RIAC meetings, public forums and other RIAC sponsored events, and
 - support offered through various City departments, programs and resources (e.g., communications, recreation programming, community facilities).
- b) Encourage the provision of training for all City and stakeholder staff, particularly staff who interact with the community as part of their role, on attitudes, practices and communication skills that are central to achieving the Intercultural Vision and adhering to the principles set out in this plan.

Strategic Initiatives

In addition, for each strategic direction, specific initiatives are suggested that should be considered for development and implementation by the City and stakeholders in conjunction with the RIAC.

Strategic Direction #1

Address language and information and cultural barriers that interfere with building a welcoming community and ensure that information on City and community activities is available, for newcomers and residents, in a manner that appreciates the needs, communication skills and traditions of different cultural groups.

Indicators of Success

- Richmond residents can communicate and understand in one or both of the official Canadian languages.
- There are no language barriers that are interfering with Richmond being a connected community.
- All Richmond residents have the ability to participate in public life equally.
- Richmond residents and visitors know where to go to get information and assistance.

Suggested RIAC Strategic Actions

- The encouragement of ESL classes across the community.
- The provision of interpretation and translation in welcome centres for newcomers.
- The continuing development, printing distribution translation and updating of the Richmond Newcomers Guide.
- The identification of barriers faced by newcomers and articulation of barriers and needs.
- The encouragement of dialogue discussion with immigrants and all residents.
- The education of newcomers on the principles of multiculturalism.
- Residents becoming ambassadors for cultural diversity in neighbourhoods/schools.
- The acknowledgement of the wide range of abilities of ethnic minorities.
- The education of minority groups in civic life.
- The provision of training in public participation for all groups.

Strategic Direction #2

Address the perception and reality of racism and discrimination in the community. Dispel misconceptions related to culture that maintain stereotypes and foster prejudice.

Indicators of Success

- An inclusive, respectful and harmonious community.
- The reality of racism has been defined and dialogue on the issues carried out.
- Richmond residents have a better understanding and respect for different cultures.
- There is sense of belonging for all residents of Richmond.
- Increased social integration in Richmond.

Suggested RIAC Strategic Actions

- Dialogue session planned and implemented with Richmond residents on racism.
- The supported and implementation of interfaith dialogues.
- The development of programs that focus on commonality rather than difference.
- Celebrate recognised differences while focussing on commonality.
- More intercultural events at community centres and schools.
- The encouragement of employment opportunities for immigrants.
- City Hall and City Facilities becoming a model of 'best practice' in the creation of a multicultural workforce.
- The organising of cultural events to eliminate silos between communities.

Strategic Direction #3

Work to explore potential areas of alignment between the Intercultural Vision recommended in this Plan and other governmental and stakeholder systems, policies and planning processes. Use 'best practice' methods to make decisions and prevent cross-cultural misunderstanding and antipathy.

Indicators of Success

- City Departments are more aware of cultural values and realities
- City and stakeholders organisations are aware and informed of the work of RIAC

- City Advisory Committees are reflective of the community
- City using an intercultural lens' to inform planning processes.

Suggested Specific initiatives

- Informed outreach to immigrant communities.
- RIAC values and vision aligned with City policies and procedures.
- Assist with a review of application processes for City Advisory Committees
- Assist with a review of City staff recruitment practices.
- Review City staff and political support structures for RIAC to ensure maximum RIAC involvement in the setting of City priorities and planning processes.

Strategic Direction #4

To support the development and integration of Richmond's immigrants while doing this in a way that respects family and cultural traditions.

Indicators of Success

- Immigrant families supported to integrate into Richmond
- Multicultural identities supported across and between generations
- Richmond community centres have intergenerational and multicultural programming.
- All Richmond residents are proud to live in Richmond and are proud of the diversity in the community.

Suggested Specific initiatives

- The encouragement of cross-generational programming (e.g.: the roots of empathy)
- RIAC forum with City Parks and Recreation department, School District and youth serving agencies to explore intercultural programming opportunities.
- RIAC encouragement and endorsement of cultural programming to celebrate diversity and cultures and highlight best practice in culturally inclusive programming.
- The creation of a 'Richmond Day', an annual day event to celebrate diversity in the whole of Richmond.

Proposed 2012 - 2015 Work Program

To implement the Intercultural Strategic Plan the following 2012 – 2015 Work Program is proposed.

1. City Council, assisted by RIAC in consultation with stakeholders, will establish annual intercultural priorities and yearly work programs.
2. The RIAC will coordinate and facilitate the implementation of approved work programs.
3. The purpose of the following management matrix is to guide the implementation of the Strategic Plan. This matrix outlines the suggested actions to be undertaken by RIAC and the City, and identifies stakeholders for each strategic direction and specific initiative. Additional partners will be identified over time.
4. To implement the 2012 - 2015 Work Program, RIAC will:
 - Assist the Richmond community to build its capacity (e.g., awareness, consensus and commitment) for intercultural harmony.
 - Provide information, options and recommendations to the City and other stakeholders.
 - Recommend annual priorities and initiatives to the City and other stakeholders.
 - Develop achievable work programs including, as applicable:
 - Identifying existing resources,
 - Establishing partnerships,
 - Applying for funding from diverse sources, and
 - If additional stakeholder resources are required, seeking approval through their annual budget review processes.
5. In 2012 the RIAC will:
 - Distribute the 2012 - 2015 Richmond Intercultural Strategic Plan and Work Program widely.
 - Meet with a wide range of stakeholders to build awareness, consensus and commitment for stakeholders participation in implementing the Plan and Work Program.
 - Encourage a wide range of stakeholders to participate.
 - Recommend short, medium and long-term goals to stakeholders.
 - Identify priority initiatives for RIAC to pursue in 2012/15.
6. The 2012 - 2015 Work Program will be amended as necessary.
7. The RIAC will report progress to Council annually, or as necessary.

Strategic Areas and Specific Initiatives	Stakeholders*									
	Proposed RIAC Actions**	Possible City Actions***	RCMP, Fire & Rescue****	Other levels of govt.	NGOs	Local, Ethnic Media	Business	Comm Assoc	Religious/ Ethnocult. Groups	SD38
Strategic Direction #1 – Address language and information and cultural barriers										
The encouragement of ESL classes across the community	RIAC to bring stakeholders together to identify gaps in ESL provision	Assistance with facilitation of discussion			✓		✓			✓
The provision of interpretation and translation in welcome centres for newcomers	Exploratory meeting held with immigrant serving	City to assist with facilitation/ communication with immigrant serving agencies			✓				✓	✓
The continuing development, printing distribution translation and updating of the Richmond Newcomers Guide	Guide reprinted in English Chinese and Tagalog versions		✓	✓	✓	✓	✓	✓	✓	✓
	Funding options explored for Punjabi version of the guide	City to devise process for ongoing updating of the guide	✓	✓	✓	✓	✓	✓	✓	✓
The identification of barriers faced by newcomers - articulation of barriers and needs	RIAC to explore partnerships and concept of annual new immigrants clinic	Assistance with the facilitation of interagency discussion			✓				✓	✓

* ✓ Means stakeholder involvement will be sought, including providing resources (e.g., support, volunteer/staff time, ideas, facilities, funding, programs).

** RIAC's role will be to facilitate, coordinate, promote, etc. as the case may be.

*** Resources that the City may contribute are limited and may include staff time, materials, funding, meeting space, subject to Council approval.

**** Richmond Fire Rescue is part of the Law and Community Safety Department of the City of Richmond, but has been listed as a separate partner in this plan due to their wide ranging and detailed diversity commitments.

Strategic Areas and Specific Initiatives	Stakeholders*									
	Proposed RIAC Actions**	Possible City Actions***	RCMP, Fire & Rescue****	Other levels of govt.	NGOs	Local, Ethnic Media	Business	Comm Assoc	Religious/ Ethnocult. Groups	SD38
The encouragement of dialogue and discussion with immigrants on involvement in civic life	RIAC to work with partners to devise lecture series on principles of multiculturalism	Assistance to RIAC in devising content and with logistics	✓		✓	✓			✓	✓
	Civic education program devised and implemented	Assistance in identifying civic education priorities	✓	✓	✓				✓	✓
The provision of training in public participation	RIAC Program devised to encourage immigrants to become ambassadors for diversity in neighbourhood schools	Liaison assistance with community partners and SD38			✓				✓	✓
	RIAC to partner on a skills forum/workshop on public participation	Assistance with facilitation and organisation of any planned event	✓		✓				✓	✓
Strategic Direction #2 - Address the perception and reality of racism & dispel cultural misconceptions and stereotypes.										
Dialogue on racism implemented with Richmond residents	RIAC to facilitate a dialogue on racism/ hold a public workshop	Assistance with facilitation and organisation of any planned event	✓	✓	✓				✓	
The support and implementation of interfaith dialogues	RIAC to dialogue with partners to identify opportunities for creating interfaith dialogue or supporting existing programs	Liaison assistance with community partners/logistical support			✓				✓	

Strategic Areas and Specific Initiatives	Stakeholders*									
	Proposed RIAC Actions**	Possible City Actions***	RCMP, Fire & Rescue****	Other levels of govt.	NGOs	Local, Ethnic Media	Business	Comm Assoc	Religious/ Ethnocult. Groups	SD38
The development of programs that focus on commonality rather than difference and the organising of cultural events to eliminate silos between communities	RIAC to meet with City Parks and Rec programmers to discuss intercultural programming opportunities	Organisational assistance	✓		✓			✓		✓
More intercultural events at community centres and schools	Liaison with SD38 and other relevant community partners	City Staff assistance with facilitation role						✓	✓	✓
The encouragement of employment opportunities for immigrants-City Hall and City Facilities becoming a model of 'best practice' in the creation of a multicultural workforce.	Plan and implement a workshop on recruitment 'best practice'	City Staff to assist RIAC in their facilitation role	✓							
Strategic Direction #3 - Explore RIAC Vision areas of alignment between governmental policies and planning processes.										
Informed outreach to immigrant communities.	RIAC outreach event to immigrant communities on key identified City policies/ planning processes	City staff to work with RIAC members to plan outreach event and provide information	✓		✓	✓			✓	✓
Intercultural values and vision reflected in City policies and procedures.	Review of City policies and procedures	City staff to work with RIAC to facilitate this process.	✓							
	Ensure appropriate RIAC involvement in the setting of City priorities and planning processes.	City staff to work with RIAC to facilitate this process.	✓							

Strategic Areas and Specific Initiatives	Stakeholders*									
	Proposed RIAC Actions**	Possible City Actions***	RCMP, Fire & Rescue***	Other levels of govt.	NGOs	Local, Ethnic Media	Business	Comm Assoc	Religious/ Ethnocult. Groups	SD38
Review application processes for RIAC	Work with City staff to review membership and application process of RIAC	City staff to work with RIAC to facilitate this process.								
Strategic Direction #4 - To support the development and integration of Richmond's immigrants while doing this in a way that respects family and cultural traditions.										
The encouragement of cross-generational and intercultural programming (e.g.: the roots of empathy- encouragement and endorsement of cultural programming to celebrate diversity and cultures and highlight best practice in culturally inclusive programming.	RIAC forum with City Parks and Recreation department, Community Services Department, School District and youth serving agencies to explore intercultural and cross-generational programming opportunities.	City staff take a liaison role and assist with event planning.	✓		✓			✓	✓	
	The creation of a 'Richmond Day', an annual day event to celebrate diversity in the whole of Richmond.	City staff to explore this concept with appropriate partners.	✓		✓			✓	✓	