



United Way
of York Region

**Leading Ethnoracial
Access Dialogue
(LEAD)
Implementation Plan &
Executive Summary of the LEAD
Report**

April 2004



April 13, 2004

On behalf of United Way of York Region (UWYR) it is with great excitement and enthusiasm that I share these documents with you. As you may know, the LEAD Project focused on an intensive consultation with three ethnoracial communities: the South Asian, African Caribbean and Chinese communities. We are now embarking on a new journey implementing the LEAD recommendations.

UWYR is committed to provide leadership skills and resources as we unite people to build a more caring compassionate community. The needs of the ethnoracial communities are well recognised. The next step is for UWYR is to begin to address the existing needs and issues.

Attached are the following:

- a) The Implementation Plan from the LEAD Task Force
- b) The Executive Summary from the LEAD Report prepared by Kappel Ramji Consulting Group

The recommendations of the LEAD Report and the Implementation Plan have both been fully endorsed and supported by the UWYR Board of Directors.

We look forward to working in collaboration with the ethnoracial communities of York Region. As well, we appeal to all human service providers to help us in creating accessible human services and to build the infrastructure of the ethnoracial communities.

Sincerely,

A handwritten signature in black ink, appearing to read "Simon Cheng", written in a cursive style.

Simon Cheng
Director of Community Resource

**United Way of York Region
LEAD Task Force Report
June 2, 2003**

In February 2003, the LEAD Task Force was formed. Members of the Task Force included: Ranjit Kumar (Chair), Aly Esmail, Marion Jones, John Livey, Mary Neal, Alison Peck, Daniele Zanotti, Simon Cheng (Lead Staff Support)

The activities of the Task Force included the following:

- Preliminary review of the 47 recommendations of the LEAD Report, assignments of priorities, identification of implementation strategies and estimation of implications of resources. The results form the parameters for consultation with stakeholders
- Held 3 consultation meetings:
 - 14 members of the African Caribbean, Chinese and South Asian communities that attended the LEAD focus groups in September and October 2002 attended the May 6 meeting
 - 9 representatives from 7 sectors of the Human Service Planning Coalition of York Region (HSPC) attended the May 7 meeting
 - 13 representatives from 11 UWYR member agencies attended the May 14 meeting
- Presented the LEAD Report at the May 21 HSPC meeting. HSPC passed a motion to set up a task force to study and implement diversity and inclusivity

The implementation of the 47 recommendations requires time and resources. A multi-year implementation plan with time-defined priorities has been developed by the Task Force. The priorities are major themes of the 47 recommendations. There are three timeframes to implement the priorities, including:

1. Immediate (to be accomplished in Year 1)
2. Short-term (to be accomplished in Year 2 and 3),
3. Ongoing (to be incorporated into existing UWYR policies and practices).

Resource Implications

The Task Force recommends that the Board approve:

- The creation of a staffing position or contract consultant of 1 FTE for 12 months. This position will be reviewed after 12 months for consideration of renewal and/or modification.
- Funding support of \$180,000 over three years to be shared by the African Caribbean and South Asian communities in building their infrastructure and developing their community partnerships.
- Providing a series of workshops (Diversity & Inclusivity Training) for member agencies of UWYR on strengthening their capacity to serve the diverse community

IMPLEMENTATION PLAN

Immediate Priorities (Year 1)

Priority	Recommendation #
To strengthen the needs assessment, priority setting and fund distribution mechanism of UWYR such that changing community needs, including those of the ethnoracial communities, are addressed.	10, 14, 15, 20, 32
To establish ongoing structure within UWYR to oversee and monitor implementation of LEAD recommendations.	44
To support the African Caribbean and South Asian communities in building community service infrastructure in York Region. This support includes special grant money over a three-year period.	29, 33, 34, 35, 36, 39, 40, 41, 45
To implement Diversity & Inclusivity Training for UWYR and its member agencies.	11, 12, 13, 16, 17, 18, 19, 46

Short-term (Year 1 & 2 Priorities)

Priority	Recommendation #
To advocate for improvements for fair and equitable consideration of applications for registered charitable status from ethnic and multicultural community organizations.	4, 5
To promote systemic changes in other major human service providers and funders in the Region for stronger connections with and more effective service delivery to the ethnoracial communities.	1, 2, 3, 21, 27, 30, 38
To support the establishment and/or maintenance of networks of service providers that serve ethnoracial communities.	22, 31, 37
To promote service delivery to the Mandarin speaking population of the Chinese community.	23, 24, 25, 26, 28

Ongoing Priorities

Priority	Recommendation #
To strengthen the marketing and fund raising strategies that reflect UWYR's commitment to serve and involve ethnoracial communities.	6, 7, 8, 9, 16, 17, 42, 43, 47
To support the establishment of 211 CIVC that will assist members of ethnoracial communities to access information and services in culturally and linguistically appropriate manners.	27

Executive Summary

BACKGROUND

United Way of York Region (UWYR) is committed to working with the full diversity of partners in the region providing leadership, skills and resources in building a more caring, compassionate community. In recognition of the pace of growth and change across the region, UWYR has embarked on various initiatives over the last three years to ensure that all citizens of York Region have improved access to the services. In the Fall 2002, as part of UWYR's ongoing planning and priority setting process, LEAD (*Leading Ethnoracial Access Dialogue*), was launched to reach out to under-served communities in an attempt to better understand and respond to their needs and capacities for social services/support. Through this process UWYR expected to identify their capacities, emerging issues, gaps in services, priority needs and strategies to better serve them. It also expected to receive guidance for future funding priority decisions and to develop new and effective community partnerships with the growing ethnoracial communities of York Region.

PROCESS

Guided by an Advisory Committee made up of internal UWYR and external community stakeholders, the LEAD Project began with brief consultations about UWYR operations. The purpose of the consultations was to determine UWYR's overall accessibility and identify barriers that might prevent the region's ethnoracial communities from actively participating in the life of the organisation. An important secondary objective was to stimulate dialogue at all levels of the organization about the changes that UWYR might need to make to become more responsive and inclusive.

In the second phase, UWYR engaged in a dialogue with representatives of the Chinese, South Asian and African Caribbean communities. These three communities were selected as the starting point because, based on the 2001 newly released Census data; they are the three largest racial minority or ethnoracial communities in the Region. Initial consultation meetings were held with a broad cross-section of key community leaders, service providers in the health and social services sectors, and faith leaders from each of the three target communities. Based on the outcome of the consultation meetings, specific strategies were developed for each community's continued involvement in the process as follows:

Chinese Community: Due to under representation of the views of the Mandarin speaking community from Mainland China in the large consultation meeting, a smaller meeting with invited representatives of that community was hosted.

South Asian Community: At the first consultation meeting, there was ample representation from service providers and social service agencies but insufficient input and presence from community leaders. Prior to a second consultation and planning meeting, intensive one on one contact was made with community leaders from all sub-groupings of the South Asian community to increase their overall involvement.

African Caribbean Community: Issues and concerns about youth and their families from the African Caribbean community were of primary importance to those community representatives who attended the first consultation. However, few youth themselves were present. Therefore, two deliberately targeted sessions were held with youth in the East and West areas of the region to hear more directly their issues and concerns prior to a second consultation and planning meeting.

Following the first round of consultations, it became clear to the Advisory Committee that members of all three target groups were very positive and encouraged by the LEAD process and UWYR's commitment to them. The needs were glaring. The most obvious one was non-existent community infrastructures for social service delivery. There were few organizations governed by and/or catering to the needs of the target communities that could be funded.

Given the extensive community issues, unmet needs and barriers to accessing services, UWYR's Board of Directors allocated \$60,000 per year, renewable for three years, to be shared by two of the target communities (i.e. South Asian and African Caribbean communities). The purpose of these funds was to support these two communities to build infrastructures that would be capable of delivering sustainable quality social services to their communities. The LEAD project was quickly recognized by the target communities, as an effective mobilizing and planning initiative.

A total of approximately 112 internal and external community representatives participated in the LEAD Project. Many people from the target communities gave significant amounts of time attending meetings during the evening and/or the weekend, demonstrating the level of concern and commitment they have about their community's well being. The process focussed on UWYR itself and its relationship with the target communities. Due to limited resources and time, direct input from UWYR member agencies or other York Regional health, social service or planning bodies was not solicited in this process. While the opinions and perceptions of focus group participants cannot be considered to represent the full spectrum of views that exist in the target communities, most were validated in other reports or studies undertaken in the region.

KEY FINDINGS

The key issues identified by stakeholders are summarised here at three levels:

- Broad System level
- UWYR and its Member Agencies
- Target Communities
 - Chinese Community
 - South Asian Community
 - African Caribbean Community

1. Broad System Level Issues

Stakeholders highlighted various issues related to the inadequacy of the Human Services infrastructure in York Region.

Insufficient and physically inaccessible Human Services

- o The few services that do exist in the region are underfunded. There are not enough resources being provided to organizations in the region to enable them to meet many of the growing needs in their catchment areas that go along with the rapid growth
- o Stakeholders perceive that the planning of services at the regional level tends to be reactive rather than proactive.

- o Serious traffic problems and lack of adequate public transportation make it difficult for residents to access programs and services that do exist.
- o Many people are still going “south” to Toronto for health and social service supports. They would prefer, however, to get the supports they need in the region, closer to home.

Disconnect Between Perceptions and Realities About York Region Residents

- o There is a perception that people who live in York Region are affluent and because of this have few or no social service needs.
- o While there is a growing recognition of the ethnoracial diversity of residents in York Region, inappropriate assumptions are often made about the social and economic needs of individuals/communities. One assumption is that if people are homeowners in York Region, they are well settled, have stable (and high) incomes, do not have language or cultural barriers and can readily integrate into the mainstream life of York Region. Another is that the increased ethnoracial diversity within the region is all due to recently arrived immigrants who are affluent. There is ample data that neither of these assumptions is accurate.
- o There is concern that the target communities’ experiences of racism and discrimination are not being acknowledged within the region.

Existing Human/Social Services are not all linguistically accessible and culturally sensitive

- o In spite of the efforts of a few service providers in the region, residents of York Region go “south” for various health and social services because many existing services are not accessible.
- o This inability to meet needs in linguistically and culturally appropriate ways is partly linked to the lack of representation of the Region’s diverse communities in the public and human service sectors.

Charitable Status - A Missing Key for Community Organizations

- o When citizens band together to create required supports and services for those who need them in their community, they are less and less able to get charitable status for their organizations. The lack of this status prevents these organizations from accessing United Way or other funding to support their efforts.

2. Key Issues for UWYR and its Member Agencies

Given the significant role that UWYR and its member agencies play within the region’s social services infrastructure, it is not surprising that various areas of improvement for them have been identified through this process. The following are the key issues raised by stakeholders who were consulted.

Invisibility of UWYR Overall

- o There is confusion between UWYR and United Way of Greater Toronto (UWGT). Individuals who are human/social service providers seem to be aware about the distinction between UWYR and UWGT, but other community members who may even be donors, did not know that the two United Ways are autonomous.

- ⊖ There is a blurring of UWYR's fundraising versus fund distribution priorities. There are some community members who have the understanding that in order to get funding from UWYR, they must raise money for UWYR
- ⊖ Members of the target communities do not see where UWYR funds are invested in their communities. They look around and see many unmet human/social service needs. They are not aware of what the organization is currently funding. They know that there are few or no ethnospecific services that serve their community specifically.
- ⊖ There are concerns about the geographic distribution of current members' services. Stakeholders point to the latest Census data confirms that seventy-five percent (75%) of the region's population lives south of Major MacKenzie. This is also where there are the largest concentrations of the three (3) target communities. At least 20 of the 37 UWYR member agencies have their main offices located in the northern part of the region. In spite of the fact that many of these agencies have satellite locations or programs in the southern part of the region, there is a perception that office location may be one of the reasons for the under-service of the target communities.

Absence of a Policy Framework for Commitment Towards Diversity & Inclusion

- ⊖ UWYR has not yet laid out a clear policy framework to ground and guide the changes that it and its members need to make to become fully inclusive and responsive to the region's diverse citizenry.
- ⊖ UWYR has invested time and resources in The Diversity and Inclusivity Project (DIP) as well as the development of a framework for organizational change contained in the document "Kaleidoscopic Organizations." This was an important initiative that was intended to keep moving towards actual change within UWYR itself and within its funded members. However, DIP's impact to date is not clear.
- ⊖ The current UWYR allocation process does not require information about the ethnoracial reach of funded services nor strategies being undertaken to address inequities. Also there is evidence that the volunteers who make up the Citizen Review Panels also require training about how to evaluate agencies' progress toward true diversity and inclusivity.
- ⊖ Therefore, UWYR is unable to demonstrate the reach of its funding into the target communities.

Lack of Representation and Responsiveness of UWYR & its Member Agencies

- ⊖ Target communities report that they are under represented in the staff and volunteers of most member agencies. They indicate that the absence of staff and volunteers who are from their communities in the funded agencies, this is a barrier to access. As a result, UWYR funded agencies are not meeting needs adequately.
- ⊖ A frequently heard argument for not meeting the needs of the ethnoracial communities is that there are already waiting lists and additional resources are not available.
- ⊖ There is under-representation of the target communities in the organizational structures of UWYR. Most internal UWYR stakeholders agree that there is much room for improvement in terms of recruiting and retaining representatives of the target communities among the staff, Board, Campaign Cabinet, and Citizen Review Panels etc.

Planning for the Past vs. the Future

- ⊖ UWYR's planning processes have not been keeping up with the rapidly changing realities of the region. In spite of UWYR's intensive involvement in various planning

efforts, stakeholders cited various “short lived” types of initiatives over the past few years that have not been sustained within UWYR.

- ⦿ The newly approved LEAD Fund is an excellent beginning to building sustainable infrastructure within the target communities. It is an excellent demonstration that UWYR is serious about forging new relationships and infrastructures within the target communities.

3. Chinese Community Capacities & Needs/Issues

The Chinese community already has some infrastructure in place that can access UWYR and other funds for needed programs and services. Therefore, this community has not been included in the new LEAD Fund as this fund is specifically intended to facilitate the establishment of infrastructure in communities where none exists. However, as highlighted below, there are many unmet needs in the Chinese Community in York Region, particularly in the Mandarin speaking community.

Demographics

- ⦿ The Chinese community is the largest ethnic and visible minority group within York Region with a non-English/French mother tongue. Based on the 2001 Census, more than 85,300 York Region residents report that Chinese is their mother tongue with the largest concentrations within the municipalities of Markham (54,010) and Richmond Hill (24,782).

Basic Infrastructure Exists

- ⦿ There are two ethnospecific and a few Chinese serving agencies among the current UWYR member agencies providing services to seniors, new immigrants and families. Given the geographic concentrations of the community, services are focused in Markham and Richmond Hill.
- ⦿ There is also a Chinese Service Provider network in place, spearheaded by one of the UWYR member agencies with more than 30 members. It receives no funding support.
- ⦿ Stakeholders report that places of worship throughout the region and in the “south” are providing many informal, volunteer driven supports and services to community members.

Community Needs/Issues Surpass the Existing Infrastructure’s Capacity

- ⦿ The existing infrastructure is not meeting all the needs that the community has. While there are significant unmet needs for the community overall, the growing number of refugees (with and without conventional refugee status) is creating many challenges for service providers due to program restrictions.
- ⦿ Numerous needs were identified in the areas of employment, language barriers, childcare, family issues, children with special needs, seniors and people with mental health issues.

Emerging Needs of the Mandarin Speaking Chinese

The full diversity of the Chinese community is not well served by the existing infrastructure. Specifically, representatives of the Mandarin community from Mainland China report that their sub target group is not able to access culturally sensitive services.

- ⦿ The Mandarin community from Mainland China is newly settling here in Canada. As such, they need practical orientation to the intricacies of the Canadian (and Western) education, health and legal systems.

- ⊖ There are also gaps in Mandarin community members' understanding of how the not-for-profit sector works in Canada.
- ⊖ Members of the Mandarin community have organized volunteer efforts to meet the needs of their community. With little or no outside financial support, volunteers provide group based education, workshops, and operate a Chinese school for which they have received a charitable number.

Vision of More Responsive & Better Coordinated Services for the Chinese Community in York Region

- ⊖ Stakeholders from the Cantonese and Mandarin speaking segments of the community share a vision of being able to access responsive services within the region. They envision a streamlined, 'one stop shopping' process for community members to be able to easily access information about culturally and linguistically appropriate services within the region
- ⊖ Stakeholders desire validation from funders that acknowledges the invaluable contribution being made by ethno-specific agencies to the health and well being of community members. While UWYR was applauded for providing leadership, stakeholders envisioned a greater proportion of core funding being designated for ethnospecific agencies/services in response to community needs.
- ⊖ Greater participation of the Chinese community within UWYR is anticipated in the future. Stakeholders spoke about creating a stronger presence during the active campaign period, linking service delivery within the community to fundraising.

4. South Asian Community Capacities & Needs/Issues

Unlike the Chinese community, there is no formal, not-for-profit infrastructure dedicated to delivering Human/Social Services within the South Asian community. The newly established LEAD Fund will serve as an effective springboard for this work.

Demographics

- ⊖ The South Asian community in York Region is extremely diverse on many dimensions including language, culture, period of settlement, faith, and country of origin. Given this diversity, quantifying the size of the community or creating a demographic profile is challenging. Based on the 2001 Census data, Tamil and Punjabi show up in the top six mother tongue languages in the municipality of Markham. Punjabi is in the top six mother tongues in Vaughan as well. Since many South Asians in York Region have been settled for several decades, successive generations may now be citing English as their mother tongue. It is the second largest visible minority community in the region overall

Existing Community Infrastructures are mostly Faith-Based

- ⊖ In the South Asian community there are many faith based volunteer service infrastructures in place. These service infrastructures are often quite sophisticated and elaborate, recruiting, training and deploying countless volunteers to meet health, social service, and recreational, social and spiritual needs of their congregants.
- ⊖ By all accounts there are a limited number of South Asian service providers represented in the region's array of human/social service agencies.
- ⊖ There is no South Asian service provider network comparable to the one in the Chinese community in place. Workers network all the time with each other to better serve their clients but there is no formal way that they come together for more dedicated planning, support and action.
- ⊖ There is no agency in the region specifically serving South Asians, and ethnospecific South Asian agencies based in Toronto have not established satellite services in the region.
- ⊖ Many community members report that they go "south " for culturally and linguistically appropriate services provided by a few South Asian agencies in Toronto. This includes services for those community members who are newly settling as well as those who may have been settled for some time.

Various Unmet Needs in the Community

- ⊖ The existing human/social services infrastructure within the region is not meeting the needs of the South Asian community.
- ⊖ Numerous needs in the areas of settlement services, health care, youth and families were identified.

Future Leadership & Planning for South Asians in York Region

- ⊖ Within the South Asian community in York Region there are several sub-target communities with strong leadership, and in this process, there was ample evidence of a will and ability to bridge the many diversities to work together. However, to date, a structure to move this planning forward does not appear to have been established within the region and stakeholders acknowledge that LEAD may well serve as that first step.
- ⊖ Stakeholders envisioned a multi-service agency model, which had a primary mandate to serve three target populations: youth, families & newcomers. Principles of partnership, integration, coordination, cultural sensitivity and language accessibility were articulated.

5. African Caribbean Community Capacities & Needs/Issues

Like the South Asian community, a formally funded infrastructure for delivery of human/social services targeting the African Caribbean community does not exist within York Region.

Demographics

- ⊖ The African Caribbean Community in York Region is also very diverse. It is made up of two broad groups of members- those from the African Continent who are more newly settling and those from the Caribbean who are primarily well established here in Canada but not necessarily in the Region of York.
- ⊖ Recently released 2001 Census Data has confirmed that York Region's Black community remains the third largest visible minority group, next to the Chinese and South Asians.

There are other dimensions of diversity within the African Caribbean Community including language, faith and country of origin. As well, within the region the African Caribbean community is settled in both the East and the Western parts, quite far from one another.

Existing Infrastructure Limited to Markham

- ⦿ There is a vibrant voluntary organization in the East that is well established and provides volunteer driven programs in the areas of tutoring and other services aimed at ensuring that African Caribbean youth are successful in their academic pursuits and achieve their professional goals. This organization has not been successful to date in accessing UWYR funding. The lack of charitable status is a barrier in acquiring funding. This means that they are continually struggling to meet the community's needs and acquire the financial resources they need to remain viable.
- ⦿ Places of worship, mostly churches in the east, also provide some infrastructure for volunteer driven activities.
- ⦿ Stakeholders express concern about the limited reach of this infrastructure and how community members spread out in vast areas in the south western parts of the region have no connection to each other, to relevant services and totally lack a "sense of community".
- ⦿ By all accounts, there is minimal representation of the African Caribbean Community on UWYR funded agencies' boards, staff, or volunteers.
- ⦿ Many members of the African Caribbean community requiring services are also going "south" to access them from ethno-specific African or Caribbean agencies.

Growing Community Needs/Issues

- ⦿ Members of the African Caribbean Community report that they are regularly subjected to racism and discrimination in their interface with many of the region's health, education, banking/financial institutions, recreation and legal institutions.
- ⦿ The existing human/social service infrastructure that exists in the region is not meeting all the needs that the African Caribbean community has.
- ⦿ The issues of the youth and their families are major service needs.

Organizing & Mobilizing the African Caribbean Community of York Region

- ⦿ Stakeholders from the diverse African Caribbean Community did not have an existing way to do joint planning and development at the beginning of the LEAD process.
- ⦿ Because of the LEAD process and the new LEAD Fund, by the end of the second consultation meeting, stakeholders had organized a diverse group of leaders representing the African and Caribbean, as well as the east/west dimensions of the community to continue to plan and develop a unified strategy to respond to the needs they identified.
- ⦿ Stakeholders envision a multi-faceted model of service delivery across the region staffed by Black individuals. They see this model as a series of focal points around which members of the African Caribbean community gather to socialize, to access relevant information and to network with each other in a supportive way - so as to ease the stresses of settlement and daily living.

SUMMARY

The LEAD Project has begun a community planning and development process that is welcomed by the three target communities and is timely as far as internal UWYR stakeholders are concerned. The UWYR Board has made a significant financial commitment to assisting communities build infrastructure to better meet the needs of their members. Overall, the following issues are also important to consider:

- o Each of the three communities is at a different stage of development or coming together. The Chinese community is well organized, the African Caribbean Community has put a structure in place to continue to pull stakeholders together to plan together while the South Asian Community has not yet created a mechanism to move the process forward.
- o All three are clear that they need to take responsibility for planning for the futures of their communities. This means that UWYR must be vigilant about supporting each in the way that is required and maintaining a non-competitive, equitable approach with them.
- o Currently, UWYR does not have a permanent structure in place to advise, facilitate, link and continue to advocate for and promote the needs of the three target communities.
- o The newly established LEAD Fund has to support infrastructure development in creative and flexible ways to be responsive to the target communities.
- o Supporting the establishment of infrastructure for ethnospecific services cannot exempt UWYR member agencies from becoming more responsive to target communities.
- o There is also uncertainty about how many new agencies or groups will actually be successful at getting a charitable number from Canada Customs and Revenue Agency even if UWYR aggressively advocates for change at that level. Since membership of UWYR is dependent on the applying agency having a charitable number, if this specific barrier continues to exist, there will be serious challenges facing both the target communities and UWYR alike.

UWYR has taken a bold and public step by engaging the three target communities in the LEAD consultation and planning process. The Board has shown leadership and commitment to the communities by establishing the LEAD Fund in a timely manner. A strong basis for sustained and productive working relationships with the target communities has been established and there is a lot of work to be accomplished in coming years.

Major issues in the broad policy area, related to UWYR and its member agencies as well as the target communities themselves have been highlighted. Forty-seven recommendations are made that address these issues. The recommendations chart a course for the future relationships that UWYR can build and sustain with the three target communities. They define a catalytic or leadership role that UWYR can play in the region, challenging all public and not-for-profit health and social services to transform themselves into organizations that are truly reflective and inclusive of the diversity of the region. The recommendations also point to some of the ways that UWYR needs to change how it currently operates in areas of policy and allocations of funds to ensure that members of the target and other ethnoracial communities are benefiting from the services its member agencies provide.

By implementing these recommendations to the fullest extent possible, members of the targeted as well as other ethnoracial communities and the public at large will be benefited. UWYR needs to strategically build on the groundwork that has been laid, nurturing the new relationships, continuing to reach out to other communities and truly becoming leaders of a future inclusive York Region. UWYR has demonstrated its desire and intention to implement meaningful strategies in this direction. This determination will drive the work forward. Its very relevance and future depends on forging these linkages, including communities that up until now have been on the margins, and daring to proactively chart a course of change for the future.

CONSOLIDATED RECOMMENDATIONS

BROADER SYSTEM LEVEL

Recommendation #1:

Continue to provide leadership in national, provincial and regional policy arenas, aggressively advocating, leveraging and promoting accessible, effective, appropriate, and adequately funded human/social services for all residents of York Region.

Recommendation #2:

Through sustaining initiatives such as LEAD, develop capacity for a social marketing strategy that targets York Region's decision makers and residents at large to rectify the disconnect between the perceptions about and realities of members of the diverse ethnoracial communities.

Recommendation #3:

Provide leadership by modelling and promoting deliberate change processes that embrace diversity and inclusionary practices in all major regional institutions and public services, such as health care, education, and the Regional Government etc.

Recommendation #4:

In conjunction with United Way of Canada and the Centre for Philanthropy, advocate Revenue Canada for the granting of charitable status to newly emerging needed ethno-specific and multicultural community organizations.

Recommendation #5:

Until CCRA begins to be more fair and equitable in granting charitable numbers, support groups and organizations applying for status requires UWYR support through letters of support and to work with them to find effective alternative ways of getting the funding support they need to meet their community's needs.

UNITED WAY AND ITS MEMBER AGENCIES

Recommendation #6:

Remain vigilant about delineating the differences/uniqueness of UWYR and UWGT and how community members can ensure that their donations are designated to work in the Region.

Recommendation #7:

Ensure that the message that UWYR does not just fund services for those that contribute funds, is embraced and understood in all areas of the organization and is widely known in the community as well.

Recommendation #8:

Ensure that targeted communication strategies are implemented to heighten awareness about UWYR's funding role within the target communities.

Recommendation #9:

Ensure that in all public and internal communications and messaging, the three (3) target communities are visible in positions of value and stature.

Recommendation #10:

Ensure that all UWYR internal planning and allocations processes focus deliberately on geographic access of services, so that the distribution of its funding matches the most pressing needs of the greatest number of people in the Region.

Recommendation #11:

Establish a clear and firm policy framework outlining expectations related to becoming an inclusive organization, that UWYR and its member agencies are committed to and obliged to adhere to.

Recommendation #12:

Place high priority on applying DIP to UWYR itself, providing relevant education and training opportunities for volunteers and staff of UWYR as well as from member agencies.

Recommendation #13:

Require all UWYR member agencies to place high priority on engaging in DIP activities, supporting some of this through the IMPACT Fund.

Recommendation #14:

Immediately undertake an extensive review of the current allocation process, including the data that agencies should be required to collect, and how members demonstrate adherence to expect standards of diversity and inclusivity set by UWYR. Also, determine and clearly spell out the implications of non-compliance, including the potential for funding cuts and/or de-funding.

Recommendation #15:

Within the context of their mission statements, set targets with member agencies for the ethn racial and geographic reach that is expected to be achieved with UWYR funding.

Recommendation #16:

Ensure that everyone in the UWYR organization knows of, and acts on, the strategic priorities that are periodically set by the Board of Directors.

Recommendation #17:

Continue to improve ethn racial representation at all levels of UWYR organization.

Recommendation #18:

Model for those that argue that they are unable to serve or reach out to diverse communities because of waiting list and/or lack of funds, that it is not only the right thing to do, but also the only way they can truly achieve their stated mission and mandate.

Recommendation #19:

Expect all member agencies to implement deliberate strategies to diversify their organizations at all levels including staff, volunteers, board and clients.

Recommendation #20:

Ensure that UWYR's planning processes are timely/current and flexible to anticipate and keep pace with the rapidly changing realities of the Region; that there is regular monitoring and evaluation activities to increase accountability, and that pertinent planning resources available through other bodies in the Region are capitalized.

Recommendation #21:

Provide information and education for broader community constituencies about how to become engaged in UWYR and other human service infrastructures as well as the political structures of the Region so they can become active participants.

CHINESE COMMUNITY

Recommendation #22:

Explore with other key players (e.g. Public Health, Regional Municipality) ways to support and/or fund the Chinese Social Service Network' s planning, special projects, linkages to the mainstream agencies and partnership development functions.

Recommendation #23:

Promote the existing UWYR IMPACT Fund to Chinese serving agencies to increase their reach to under-served sub target groups and for capacity building partnerships with informal, faith based, volunteer driven supports and services.

Recommendation #24:

Advocate for more and responsive services for the Chinese Community by establishing a mechanism for ongoing dialogue between community stakeholders, UWYR, its member agencies and other funders/policy makers about their existing and emerging needs/issues.

Recommendation #25:

Expect all UWYR member agencies serving the Chinese community to ensure they are serving the Mandarin community, not just linguistically, but also culturally.

Recommendation #26:

With UWYR members and other public institutions develop a social service mentoring model that educates the community about the role of the not-for-profit sector in Canada.

Recommendation #27:

Given the validation/support received by community stakeholders, move forward with planning the implementation of the '211' Information Line, ensuring that appropriate focus testing steps are undertaken with the target communities.

Recommendation #28:

Continue the dialogue with the community about the role(s) UWYR can play to support/increase reach of services to the full diversity of the Chinese Community of York Region.

SOUTH ASIAN COMMUNITY

Recommendation #29:

Through the LEAD Fund, facilitate the establishment of an ethno-specific infrastructure that can obtain funding to deliver needed services to the South Asian Community.

Recommendation #30:

Become involved in relevant target community ethno-specific initiatives that are targeting key community needs, such as York District School Board's initiatives regarding South Asian youth.

Recommendation #31:

Support the establishment of a South Asian service provider network to do planning, special projects, partnership building and joint problem solving.

Recommendation #32 :

Immediately ensure that existing UWYR member agencies increase their reach and effectiveness in serving the diverse South Asian community through increasing accountability and sanctions, if necessary, in UWYR's allocation process.

Recommendation #33:

Create deliberate opportunities and facilitate ways in which the diverse stakeholders from the South Asian community can continue the organizing that has been initiated through the LEAD process.

Recommendation #34:

Provide education to members of the target and other communities about how to establish a viable, sustainable service or agency infrastructure within the Canadian not-for-profit sector.

Recommendation #35:

Consider the feasibility of targeting South Asian Heritage Month (May) as an opportune time for some aspect of a public "launch" of the LEAD Fund.

AFRICAN CARIBBEAN COMMUNITY

Recommendation #36:

Through the LEAD Fund, facilitate the establishment of an ethno-specific infrastructure that can obtain funding to deliver needed services to the African Caribbean Community.

Recommendation #37:

Explore the feasibility of establishing a service provider network of African Caribbean workers to do planning, special projects, partnership building and joint problem solving.

Recommendation #38:

Collaborate with offices' staff responsible for race relations of various regional service organizations so that there is support/advocacy for deliberate changes towards increasing reach and effectiveness of programs/services for the diverse African Caribbean community. Advocate for best practice approaches in creating greater accountability and sanctions if necessary.

Recommendation #39:

Support community organizing that has been initiated for infrastructure development in the African Caribbean community by providing concrete/logistical assistance to the newly established Working Group/Committee.

Recommendation #40:

Hold a meeting with representatives from the African Caribbean community to review the draft LEAD Fund Application Process. Extending the invitation to stakeholders from the South Asian community as well will serve as another way of engaging with the communities jointly and gathering important information about how the LEAD Fund intervention can be responsive to the infrastructure development needs of the two communities.

Recommendation #41:

Consider the feasibility of targeting Black History Month (February) as an opportune time for a public “launch” of the LEAD Fund.

OVERALL SUSTAINABILITY OF EFFECTIVE COMMUNITY CONNECTIONS

Recommendation #42:

Immediately secure/reaffirm strong commitment from UWYR’s Board of Directors for nurturing and sustaining the relationships with each community beyond the establishment and implementation of the LEAD Fund.

Recommendation #43:

Ensure that UWYR’s Board of Directors commits the resources required to adequately support and sustain the community connections that have been established through the LEAD Project.

Recommendation #44:

Transform the existing LEAD Advisory Committee into a LEAD Implementation Committee of the Board with representation from the three (3) target communities and all areas of UWYR. The primary mandate should be to oversee the implementation of recommendations from this Report and to serve as the overall accountability structure for LEAD.

Recommendation #45:

Establish a LEAD Fund Subcommittee of the Fund Distribution Committee with representatives from the three target communities to oversee the development and implementation of LEAD Fund. In addition to getting advice from the Fund Distribution Committee, this Subcommittee can also get advice/input from LEAD Implementation Committee.

Recommendation #46:

Ensure that UWYR’s Board of Directors commits the resources required to aggressively implement DIP internally and to support members to also implement the process. This could be accomplished through successful funding applications to such funders as Heritage Canada.

Recommendation #47:

Ensure that contact with three (3) target communities is sustained and nurtured so that they are successful in applying for and receiving core funding support from UWYR and other funding sources.