

Coalitions Creating Equity (CCE)

Evaluation Report

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Submitted by

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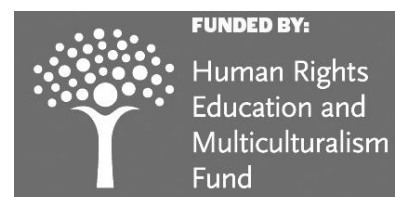


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1. Project Description

1.1. Background

Between March and June 2017, the Alberta Human Rights Commission (the Commission) hosted conversations with individuals and organizations across Alberta to learn about local human rights issues. The conversations were conducted in five regions: Lethbridge, Calgary, Red Deer, Edmonton, and Wood Buffalo. The topics included human rights issues in each community, current actions being taken to address these issues, barriers to addressing issues and the supports needed to move forward.

The *Your Voice* report summarized these conversations and indicated that communities wanted more human rights education and resources, increased access to human rights support services, stronger promotion of existing services, as well as increased access to the Commission.¹ Stakeholders identified that collaboration and resource sharing could be encouraged by developing networks to specifically focus on addressing the human rights and equity needs of a community. Local efforts would benefit from shared tools, resources and best practices as well as a dedicated person to coordinate these efforts.

The Coalitions Creating Equity (CCE) initiative was developed to address the concerns raised in the conversations and to help build the capacity of individuals and organizations in the five regions to address equity, racism and human rights issues. The objective of CCE was to pilot a model that would support a province wide systemic and collaborative approach to addressing issues of equity, while at the same time incorporating enough flexibility to allow each region to address their specific needs and priorities. The lessons learned from the pilot project could be used to build on and expand the project to other regions in the province.

The Human Rights Education and Multiculturalism Fund provided funding to support the development and implementation of this pilot. The time frame for the two-year pilot project was April 1, 2018 to March 31, 2020, and fiscal organizations within the five regions were selected to participate in the pilot phase.

1.2. CCE Logic Model and Outcomes

In the project planning phase, a logic model was used to clarify project outcomes, set priorities and design activities. Each region created action plans based on these initial priorities and plans. The logic model was periodically revised to reflect new activities, assess progress, document accomplishments and identify gaps. The model was also used for the formative and

¹ Alberta Human Rights Commission. (2017). *Your Voice: Advancing Human Rights in Alberta*
https://www.albertahumanrights.ab.ca/Documents/Your_Voice_Report.pdf

summative evaluations to develop evaluation questions and to identify the effectiveness of interventions.

The following is summary logic model for the project. A detailed logic model is included in [Appendix 1](#).

Logic model component	Medium-term outcomes	Long-term outcomes
1. Leadership/support of the Commission	<ul style="list-style-type: none"> The CCE team has access to training, information and resources needed to be subject matter experts in human rights and discrimination 	<ul style="list-style-type: none"> Communities become self-sustaining in responding to equity, racism, hate and human rights incidents in a collaborative fashion Community members feel an increased sense of safety and belonging
2. Provincial coordination and collaboration	<ul style="list-style-type: none"> The CCE team has the capacity to develop community partnerships and support community action CCE facilitates and provides resources for community responses to incidents and issues of inequity CCE has a profile within the province 	
3. Regional coalition building	<ul style="list-style-type: none"> Collaboration between community partners is strengthened 	
4. Regional coalition activities	<ul style="list-style-type: none"> Regional coalitions <ul style="list-style-type: none"> Have improved knowledge of human rights and discrimination, Show leadership in addressing discrimination in their communities Contribute to a stronger community voice in fighting inequity and racism 	

1.3. CCE Structure and Roles

1.3.1. The Commission

In addition to funding CCE, the Commission provided overall guidance and support. At the inception of the project, a representative of the Commission participated in an orientation and training session for the CCE Regional Coordinators and fiscal organizational representatives. The Commission also supported the project on an ongoing basis by participating in online and in-

person team meetings, providing information on provincial activities and events related to human rights, informing the CCE team of professional development opportunities and responding to requests for information and direction from the team. The goal of the Commission was to ensure that all team members had the information and support they needed to effectively perform their roles.

1.3.2. Provincial Coordination

The fiscal organization in Edmonton, REACH Edmonton, was selected to coordinate provincial level activities and additional funding was allocated for the Regional Coordinator to also coordinate provincial activities. The role of the Provincial Coordinator was to:

- Facilitate and coordinate communication between CCE team members
- Respond to requests for information and resources from the Regional Coordinators and connect Regional Coordinators to expertise in specific areas
- Keep informed of regional activities, issues, challenges and needs
- Track and coordinate province-wide collaborative activities
- Support the development of CCE branding and marketing materials
- Coordinate with the project evaluator and track evaluation activities and progress

1.3.3. Regional Coordination

The Commission identified fiscal organizations in each of the five regions to coordinate regional activities. The selection criteria included the organization's willingness and capacity to participate, their connections and relationships with a range of community groups as well as their experience and expertise building or supporting coalitions.

Fiscal organizations utilized the available funding to support a part- or full-time Regional Coordinator, either as an employee of the fiscal organization or on a contract basis. The role of the Regional Coordinators was to build a new coalition or enhance an existing coalition in the region, connect with and support local organizations involved in equity related work, plan and implement activities in their region and work with the provincial team on province-wide collaborative projects.

Each fiscal organization also had a designated representative person who was responsible for administering the funding. Some representatives were involved with project activities and participated in online and in-person team meetings as needed. The fiscal organization representatives and the Regional Coordinators jointly assessed and prioritized the needs within their region and created an action plan that reflected both regional and provincial priorities.

1.3.4. CCE Team

The following table describes the team members that actively participated in the CCE project:

Region	Organization	Role of organization	Team Members
Province	Alberta Human Rights Commission	Funder	1. Representative of the Commission
Edmonton	REACH Edmonton	Fiscal organization	2. Provincial Coordinator / Edmonton Regional Coordinator 3. Representative of community organization
Calgary	Action Dignity	Fiscal organization	4. Calgary Regional Coordinator 5. Representative of Action Dignity
Lethbridge	5 th on 5 th Youth Services	Fiscal organization	6. Lethbridge Regional Coordinator 7. Representative of 5 th on 5 th Youth Services
Red Deer	City of Red Deer	Fiscal organization	8. Red Deer Regional Coordinator ²
Regional Municipality of Wood Buffalo	Wood Buffalo Regional Advisory Committee on Inclusion, Diversity and Equality (RACIDE)	Fiscal organization	9. Wood Buffalo Regional Coordinator 10. Representative of municipality
	Zenev and Associates, Diversity and Inclusion Consultants	Contracted by REACH Edmonton to evaluate the project	11. Evaluator

² Participated in the first year of the project.

2. Evaluation Framework

This section provides an overview of the evaluation purpose and questions and describes the data collection activities for the evaluation.

2.1. Purpose of the Evaluation

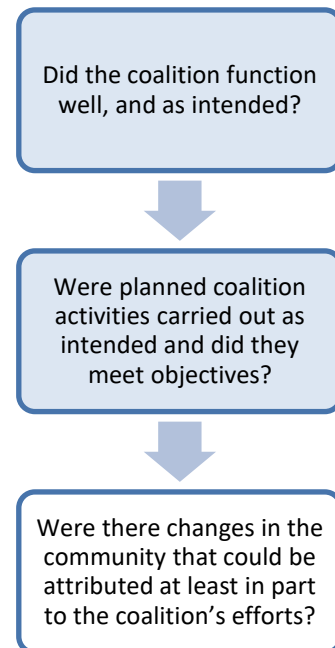
The evaluation of the CCE initiative had the following purposes:

- Ensure accountability to the funder and fiscal organizations
- Support ongoing learning to adjust implementation (process evaluation)
- Determine the extent to which outcomes were achieved (outcomes/impact evaluation)
- Determine the effectiveness of the CCE model

2.2. Levels of Evaluation

Coalitions can be evaluated at three levels:³

1. Evaluation of processes that sustain coalition infrastructure and function:
 - Did the coalition function well, and as intended?
2. Evaluation of actions designed to achieve coalition goals:
 - Were planned coalition activities carried out as intended and did they meet objectives?
3. Evaluation of changes in the target communities:
 - Were there changes in the community that could be attributed at least in part to the coalition's efforts?



Given the short term nature of this pilot project, the evaluation focused on the first two levels of evaluation. If the project had continued, there would have been an opportunity to assess the degree to which the CCE project contributed to change at the community level. If the project continued, evaluation could include this level.

2.3. Evaluation Questions

The following are the overall evaluation questions:

1. Leadership/support of the Commission	How well did the Commission support the efforts and actions of the Coalition?
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³ Evaluating Coalition Progress and Impacts. <https://ohioline.osu.edu/factsheet/CDFS-14>

2. Provincial coordination and collaboration	How effective was the coordination and collaboration between members of the provincial CCE team? How well were collaborative projects planned and implemented?
3. Regional coalition building	How effective was the process used to build/enhance coalitions in each region?
4. Regional coalition activities	To what degree did regional activities contribute to the desired outcomes of the project?
5. The CCE model	How well did the CCE model work and to what extent did it contribute to project outcomes?

See [Appendix 2](#) for the detailed evaluation questions.

2.4. Data Collection Methods

Data for the evaluation was collected throughout the project and included the following activities:

- Review of background documents relevant to the program and ongoing review of project related information
- Review of regional action plans
- Attendance at selected online and in-person CCE team meetings and events; review of meeting recordings and minutes
- Review of resources developed by the CCE team
- Ongoing status meetings with Coordinators to obtain updates on provincial and regional activities
- Evaluation surveys for programs and activities; compilation and analysis of results including participation numbers and participant feedback
- Focus groups and interviews with CCE team members

The methods used to collect data for the formative and summative evaluations and the number of participants involved in data collection activities is included in [Appendix 3](#).

2.5. Data Analysis

All interviews and focus groups were recorded, transcribed and analyzed to identify emergent themes, assess progress on project outcomes and highlight areas where further work was needed. Different sources of data were integrated to develop a better understanding of the overall impacts of the project, assess the relationship between project actions and desired outcomes and to deepen existing knowledge on models and practices for collaborative human rights and social justice work.

2.6. Formative and Summative Evaluations

The evaluation included formative assessments during the project and a final summative evaluation. The following formative evaluations were conducted:

- Interim evaluation report – February 2019
- Progress on logic model activities and outcomes – May 2019
- Progress on CCE Grant Agreement Activities – June 2019 and June 2020
- CCE Future Scenarios Conversations – December 2019

See [Appendix 4](#) for the findings of the formative evaluations.

Although the CCE project formally ended in March 2020, some regions requested extensions to their contract and continued to work on project activities till June 2020. The remainder of this report describes the results of a summative evaluation of the project covering April 2018 to June 2020.

3. Findings – Key Outcomes

This section reports on the key outcomes of the CCE project at the provincial level and within each region.

3.1. Provincial Outcomes

3.1.1. Development of a Provincial Response Model

At the first CCE team meeting, the development of a model to provide a standard process and procedure for reporting and responding to incidents of racism and other forms of discrimination emerged as a key priority. The *Your Voice* report had indicated that one of the common barriers in dealing with human rights issues was that people were unaware of where to report incidents or how to access support when they encountered discrimination or experienced what they felt were human rights violations. Although reporting mechanisms do exist, they can be daunting or confusing. CCE Coordinators also heard these views expressed in their initial conversations with community organizations. The CCE team felt that developing a response model that could be used by community organizations across the province would respond to this need and that working on this project collaboratively would maximize the team's time and expertise.

The Calgary and Wood Buffalo Regional Coordinators began to work on the model, but it soon became apparent that more focused effort by the whole team would be required to develop a comprehensive model and to share it with community organizations by the end of the project. The response model therefore became a focus for the whole team in the second year of the project. The steps used to develop the model included gathering data on people's experiences of discrimination through a survey and focus groups and using a human centred design process to create an initial framework for the model. This process took some time but a concerted effort in the last few months resulted in the creation of a *Response Model Toolkit*. The *Toolkit* includes educational resources, options for reporting incidents and guidelines for service providers on how to provide support. In July 2020, the CCE team organized a webinar to launch the *Toolkit* and to provide participants with an overview of how to use it. Regional Coordinators had hoped to be able to share the *Toolkit* with community organizations in their regions, gather feedback and refine it before the end of the project. Wood Buffalo began this process by organizing an initial meeting with organizations to share

“Everyone put everything they had into it and that was really apparent. I know it was labour of love...and I think it showed. These things aren't easy, but it was really great to see a concrete project that came out from everyone's collective work. It was lot of work, heart, thought put into it. At end of the day, it was a benefit to Albertans, and I think it's going to be a legacy...that work will be shared and expanded on hereafter. Everyone can be proud of the work they put into it.”

the *Toolkit* but other regions were still in the process of developing plans to share the *Toolkit* and gather feedback.

This priority project took a considerable amount of time, effort and team collaboration, and all team members agreed that the development of the *Toolkit* was a key accomplishment of the project. The *Toolkit* is available on the [CCE website](#).

3.1.2. Increased Profile of CCE

To disseminate information about CCE activities and events, the team, with the support of REACH Edmonton, developed a set of branding and marketing materials (see [Appendix 5](#)) that were used to create a CCE website and establish a social media presence. The project's profile was also enhanced through the Commission disseminating information about the project, provincial and regional project activities, provincial response model focus groups and the webinar launching the *Toolkit*. Although it is difficult to assess the level of awareness of the CCE project across the province, team members felt that the profile increased to some degree, particularly in the second year. In each region, the number of community partners willing to be involved in the project increased, there was good attendance at provincial and regional events and the number of inquiries and requests for resources and support also increased.

3.1.3. Increased Team Knowledge and Skills

Each Coordinator started the project with skills and strengths in different areas related to racism, discrimination and equity. A training needs assessment was conducted to determine needs and gaps. The second in-person team meeting in Red Deer was focused on ensuring that the team had a shared understanding of foundational equity related concepts. Throughout the project, Coordinators participated in numerous online and in-person training sessions together as well as professional development activities in their own regions. Team members reported they found all the training extremely valuable and that it enhanced their knowledge and skills considerably. They gained more knowledge about human rights legislation in Alberta, processes for reporting complaints and skills to support victims of hate incidents and people experiencing discrimination. Team members also gained project management skills and became more familiar with logic models, planning processes, evaluation strategies and human centered design. They appreciated the opportunity to connect with community members from equity seeking groups, hear their perspectives and form new relationships. The topics covered in team training sessions and the results of training evaluation surveys are included in [Appendix 6](#).

A detailed list of provincial CCE activities is included in [Appendix 7](#).

3.1.4. Summary of Provincial Outcomes

The following table reports the level of progress of the short term outcomes (1 year) and medium term outcomes (2 year). A detailed logic model is included in [Appendix 1](#).

(a) Communication and Collaboration		
Short term outcomes	<ul style="list-style-type: none"> • CCE team feels empowered and supported • Increased / supported contribution of 5 regions • Commission uses coalition feedback to inform engagement / education priorities • Timely and effective communication within CCE team 	Good progress
Medium term outcomes	<ul style="list-style-type: none"> • CCE team has timely access to information needed to maximize their effectiveness 	Good progress
(b) Training		
Short term outcomes	<ul style="list-style-type: none"> • Increased learning, support, skills, knowledge • Increased understanding and knowledge of human rights, equity, etc. 	Good progress
Medium term outcomes	<ul style="list-style-type: none"> • Regional Coordinators as subject matter experts 	Good progress
	<ul style="list-style-type: none"> • Each region has stakeholders with improved knowledge 	Some progress
(c) Branding and marketing materials		
Short term outcomes	<ul style="list-style-type: none"> • CCE team has materials required for external communication 	Good progress
	<ul style="list-style-type: none"> • Increased profile of CCE in regions and across the province • Government of Alberta and other provincial bodies draw on CCE team as an expert resource and look to CCE to inform policies and practice 	Some progress
Medium term outcomes	<ul style="list-style-type: none"> • Federally CCE is recognized as an expert in human rights related issues 	Limited progress
(d) Shared resources		
Short term outcomes	<ul style="list-style-type: none"> • CCE team has access to shared knowledge and resources • Provincial research informs local programs and response models 	Good progress
	<ul style="list-style-type: none"> • In-depth research and information available to respond to issues of inequity, discrimination, racism and hate 	Some progress
Medium term outcomes	<ul style="list-style-type: none"> • CCE team has access to resources they need 	Some progress
(d) Response model		
Short term outcomes	<ul style="list-style-type: none"> • CCE team has access to a response model that can be adapted and implemented in each region 	Good progress
Medium term outcomes	<ul style="list-style-type: none"> • More timely and increased community response to issues of inequity, discrimination etc. • Stronger community voice in fighting inequity and racism 	Limited progress

3.2. Regional Outcomes

This section outlines project outcomes in each region. The outcomes of coalition building activities (level 1 of the evaluation framework) are based on feedback from team members about the coalition building process and how well coalitions are functioning. The outcomes of regional activities and events (level 2) are based on the level of participation, engagement of and feedback from participants. However, given the scope of the evaluation and the time frame for the project, change at the community level (level 3) was difficult to assess.

3.2.1. Increased Knowledge of Regional Priorities and Stakeholders

After the first CCE team meeting in May 2018, each Coordinator conducted environmental scans, reviewed relevant research and consulted with interested stakeholders. Coordinators identified existing networks, attended network meetings and supported local human rights activities. Although this process took some time, the information gathered provided Coordinators with a good sense of the priorities and issues in each region and gave them the information needed to develop comprehensive action plans that responded to regional priorities. Coordinators also identified regional stakeholders that were interested in participating in the CCE project, either as a member of the coalition or in other ways.

3.2.2. Regional Coalitions were Established or Strengthened

A key outcome of the project was the formation of new coalitions or the strengthening of existing coalitions. Lethbridge, Red Deer and Wood Buffalo had existing coalitions involved in equity work and Edmonton and Calgary established new coalitions. The different regional approaches to coalition building and the main outcomes achieved by each region are described below.

Calgary Coalition

The CCE Calgary Coordinator began the process of coalition building by identifying and consulting with organizations in Calgary already involved in equity work. Based on these consultations, Calgary decided to adopt a 'constellation of coalitions' model. A small group of five organizational representatives was formed with members who had lived experiences of marginalization and were passionate about working towards equity. The CCE Coordinator also became part of several existing coalitions and networks with the intent of being connected to a network of organizations. An anti-racism lens was used as an entry point to their work. This process took about a year as it involved reaching out to potential partners, developing relationships, identifying common areas of interest and participating in joint initiatives. The mandate of the coalition was to review current equity related work in Calgary, identify gaps in efforts to combat racism and discrimination and collectively design and implement activities to address the gaps. Keeping the coalition small allowed CCE Calgary to compensate members for time spent attending coalition meetings and to focus on a few priority areas. Through

collaboration with the network of coalitions in Calgary, CCE Calgary implemented several high impact events to raise awareness about anti-racism and equity.

Not in Our Town (NIOT) is “a movement to stop hate, racism and bullying and build safe, inclusive communities for all by promoting community collaboration and joint action”.⁴ The Calgary region and the Commission organized a NIOT information session that was attended by about 100 participants and a full-day workshop attended by about 30 participants. These events helped to raise awareness about hate and racism and provided participants the opportunity to network with other organizations and learn strategies for implementing a NIOT initiative within their own organizations and communities.

The Black Intersectionality Panel provided an opportunity for about 50 members of the Black community and organizational representatives to discuss shared issues and challenges. The event allowed participants to explore topics such as colorism, cultural appropriation, Black LGBTQ identities, internalized racism, parenting while black and Black mental health.

An event titled ‘Equity in the 2019 Federal Election’ focused on issues related to voting and the challenges and barriers to equitable participation in democratic processes. One achievement of the event was the attendance of many different equity seeking groups that had not previously had the opportunity to discuss equity related to the electoral process.

Focus groups to gather data for the development of the response model provided another opportunity to raise awareness of racism and discrimination and to create a safe space for dialogue. The CCE Coordinator organized five focus groups that were facilitated by Action Dignity’s equity brokers. The Calgary CCE Coordinator also contributed substantially to the overall development of the provincial response model.

“The conversations were inspiring and powerful and allowed different groups to appreciate each other’s strengths and perspectives. This diversity of perspectives helps enrich the work of the Calgary coalition.”

These events and activities provided opportunities for individuals and community organization representatives to share challenges and issues related to racism and discrimination, increased the level of awareness and understanding of these issues and fostered connections and relationships.

A detailed list of CCE activities in Calgary is included in [Appendix 8](#).

Edmonton Coalition

The Edmonton Coordinator began the task of coalition building by inviting potential partners to meet and explore what a collaborative network to address equity issues might look like. Although some organizations expressed interest in being part of a new network, others felt that

⁴ Not In Our Town (NIOT) <https://www.niot.org/>

there were already many organizations in Edmonton working towards the same goals as CCE and questioned the need for a new initiative. Although REACH Edmonton had extensive experience in coalition building using a Collective Impact model and many connections with community and public sector organizations, some concerns were expressed about REACH Edmonton being selected as the fiscal organization when there were other organizations with considerably more expertise in the areas of human rights, racism and discrimination.

After reflecting on this feedback and on the many suggestions about how to move forward, REACH Edmonton decided to contract and partner with the John Humphrey Centre for Peace & Human Rights (JHC) and the Alberta Hate Crimes Committee (AHCC) to bring interested stakeholders together, facilitate relationship building and collaboratively develop a response tool that would include resources that could be used by service providers to respond to incidents of hate in Edmonton.⁵ JHC developed a plan for stakeholder gatherings and the gatherings were planned and facilitated by a smaller group of representatives from various organizations.

Three stakeholder gatherings were well attended by a diverse group of individuals and organizations interested in working towards equity in the Edmonton region. The gatherings strengthened connections between organizations, increased awareness of the definitions of differences between hate incidents and hate crimes, and, to some degree, deepened participants' understanding of inclusion and equity. The gatherings were also used to obtain feedback on a draft response tool. AHCC, in collaboration with a few members of the coalition, developed curriculum to share information on the response tool and delivered four training sessions to front line service providers.

"I think people were receptive because we were open to saying, 'this is for everybody' and to be very open and inclusive and we built from there."

Although a formal coalition was not built during the two years of CCE, there is now enough interest in the project to formalize a group and create an action plan. Stakeholders will meet in the Fall of 2020 to participate in a strategic planning session, decide on a process for working together and determine the priorities they would like to focus on.

A detailed list of CCE activities in Edmonton is included in [Appendix 9](#).

Lethbridge Coalition

Lethbridge was one of three regions with an existing community based coalition focused on addressing racism and discrimination. The Lethbridge Coalition of Inclusive Municipalities (CIM)⁶ Committee was formed in 2007 and was very active for many years. However, when the

⁵ The objectives of this response tool were similar to the objectives of the provincial response model; however this tool was meant specifically for the Edmonton region and was developed separately.

⁶ Previously called the Coalition of Canadian Municipalities Against Racism and Discrimination (CCMARD).

CCE project commenced, the committee was experiencing a hiatus. As a result, collaborative community based efforts to address racism and discrimination in Lethbridge had lost momentum and organizations working towards equity were working on their own rather than collaboratively.

In 2019 the CIM committee, with support from the municipality, began to re-engage with the community, revise its mandate and update its action plan. The CCE Lethbridge Coordinator played a key role in this process and took on the role of co-chair of the committee, which was renamed the Lethbridge Diversity and Inclusion Alliance (LDIA). The Coordinator collaborated with the municipality to present LDIA's updated action plan and budget to City Council. The plan and budget were approved and Council expressed their support for the work of the Alliance. LDIA currently has 50 people on its mailing list and approximately 30 people regularly attend meetings. Coalition members have been actively participating in implementing LDIA activities. Mainstream organizations such as the Chamber of Commerce as well as some local businesses have been showing their support for the Alliance's activities.

Since the re-establishment of LDIA, the Coordinator has contributed to number of Alliance activities. These include the creation of the Lethbridge Diversity & Inclusion Charter, a community initiative to encourage community members to commit to a more inclusive and equitable Lethbridge, a plan to create a public awareness campaign for LDIA and a number of educational sessions.

In addition to LDIA, Lethbridge has several other networks and coalitions that focus on equity for specific groups and issues. The CCE Lethbridge Coordinator joined several coalitions and supported them by being involved in strategic planning, contributing to event planning, attending events and activities, identifying grants, assisting with grant proposals and providing other information and resources. The CCE Coordinator's involvement in other networks laid pathways for contributing to a range of equity related initiatives in the community.

A detailed list of CCE activities in Lethbridge is included in [Appendix 10](#).

Red Deer Coalition

Red Deer also had an existing coalition focused on equity and inclusion. The Red Deer Welcoming & Inclusive Communities (WIC) Network is a well established collaboration of community agencies that came together in 2015 when the City became a signatory to the Coalition of Inclusive Communities (CIM). In 2016, the Network conducted an extensive needs assessment and created an action plan based on the priorities identified. Since then, the WIC Network has been working to implement strategies to address racism and discrimination in the community and advocate for systemic change within the municipality. In the first year of the project, the CCE Coordinator supported the Network by working with the municipality to develop a CCE action plan including both municipal and community priorities.

At the end of the first year of the CCE project, the Red Deer Coordinator left and was not replaced. The fiscal organization for CCE, the City of Red Deer, has received an extension to their contract and will continue CCE work over the next year.

A detailed list of CCE activities in Red Deer for the first year of the project is included in [Appendix 11](#) and results of evaluation surveys in [Appendix 12](#).

Wood Buffalo Coalition

The Wood Buffalo [Regional Advisory Committee on Inclusion, Diversity and Equality](#) (RACIDE) is an existing municipal Council-appointed committee created to engage the community around the region's commitments to the Coalition of Inclusive Municipalities (CIM). RACIDE members promote, foster and advise on the development of diversity and inclusion related policies, programs and activities. The additional resources available through CCE allowed the Committee to expand its membership by increasing the representation of marginalized communities on the Committee.

The increase in the number of RACIDE members from five to fifteen widened the breadth of perspectives and lived experiences represented on the Committee and there has been huge growth in their interest in and knowledge of specific social issues and their ability to play an advocacy role. It has also increased their capacity to take on larger projects and implement activities. Although the additional members were initially only to be part of RACIDE for the duration of the CCE project, Council has decided to revise the bylaws that govern the composition of the Committee to allow ad hoc members to become part of the core Committee. The RACIDE organizational model is included in [Appendix 13](#).

The CCE Coordinator worked closely with RACIDE and support staff from the municipality to implement Wood Buffalo's Diversity and Inclusion Community Plan and the CCE Wood Buffalo action plan. A number of 'Conversation Cafes' on various topics such as religious discrimination, racism, ageism etc., provided an opportunity for community members and organizational representatives to share their experiences and concerns. These sessions were extremely well attended and facilitators felt that overall, the community is open to having difficult conversations on these issues. The 'Conversation Cafes' were also used to collect data to develop the provincial response model.

"When you open safe spaces for people to have difficult conversations, they are very open and willing to be part of the solution. They keep asking for skills and support, e.g. bystander skills, they want people to be there for them. The safe spaces are the first step in the healing process. They are looking for allies, and support empowers them to be part of the solution."

The video exhibit Sawubona project was a major accomplishment of the CCE project in Wood Buffalo. The objective of the exhibit was to provide community members who have

experienced discrimination based on aspects of their identity an opportunity to share their stories, thereby increasing the public’s awareness of these experiences. The exhibit was displayed in a few locations in Wood Buffalo as well as in other regions and has been viewed over 3000 times across the province.

CCE Wood Buffalo delivered a range of educational sessions such as a session on unconscious bias, training for bystanders who witness incidents of racism and discrimination, a session on senior’s rights, a presentation to the Newcomer Interagency Network on human rights as well as a series of high school workshops entitled ‘Hate Hurts’. These events were well attended and elicited positive comments from participants.

The Coordinator played a key role in the development of the provincial response model by facilitating training for the CCE team on human centred design, coordinating the development of response model materials and ensuring that a first draft of materials was completed by the end of the project.

The Coordinator also supported other community and public sector organizations by providing resources and information and participating in joint initiatives. These collaborations strengthened the work of CCE and provided pathways to stronger community networks overall.

A detailed list of CCE activities in Wood Buffalo is included in [Appendix 14](#) and results of evaluation surveys in [Appendix 15](#).

3.2.3. Summary of Regional Outcomes

The following table reports the level of progress of the short term outcomes (1 year) and medium term outcomes (2 year). There was some variation in the outcomes achieved in each region and this table reflects an overall summary for the five regions.

Although good progress was made on achieving most provincial level outcomes, fewer regional level outcomes, especially those related to creating community level change, were achieved. Some outcomes may have been unrealistic for the two-year time frame of the project and other outcomes were harder to achieve than initially expected. The first year of the project was focused on identifying and consulting with regional stakeholders, building relationships and creating, reviving or expanding regional coalitions. Some community level change was created in the second year of the project, and had the project continued for another year, more progress could have been achieved in this area. Specific challenges related to the overall project are described in Section 4.3.

A detailed logic model is included in [Appendix 1](#).

Regional Coalition Building		
Short term	• Increased commitment from coalitions and partners	Good progress

outcomes		
	<ul style="list-style-type: none"> • Strong commitment from municipalities • Community partners have knowledge to implement human rights activities 	Some progress
Medium term outcomes	<ul style="list-style-type: none"> • Stronger and broader collaborations between partners and regions 	Good progress
	<ul style="list-style-type: none"> • Community partners show leadership in actively finding solutions and mentoring each other 	Some progress
	<ul style="list-style-type: none"> • Stronger community voice in addressing inequity and racism 	Limited progress

Regional coalition activities		
(a) Gather information		
Short term outcomes	<ul style="list-style-type: none"> • CCE Coordinator has information on community partners and their work • Coalition has information needed to plan actions and strategies 	Good progress
Medium term outcomes	<ul style="list-style-type: none"> • CCE coalition has timely access to information needed to sustain the CCE project in the region 	Good progress
(b) Enhance awareness and education		
Short term outcomes	<ul style="list-style-type: none"> • Communities have an increased and shared understanding of equity, racism, hate and human rights issues and the need for local responses • Communities have an increased awareness of the Commission, Stop Hate Alberta, Alberta Hate Crimes Committee etc. 	Some progress
	<ul style="list-style-type: none"> • An increase in educational activities through regional school districts 	Limited progress
Medium term outcomes	<ul style="list-style-type: none"> • Community members have increased empathy • Community members have increased knowledge of equity, racism, hate and human rights issues 	Some progress
(c) Strengthen response and support mechanisms		
Short term outcomes	<ul style="list-style-type: none"> • Community members have increased awareness of the process of reporting hate crimes • Increased number of community contacts with whom community members feel safe to disclose grievances • Community partners have increased knowledge of how to respond effectively to discrimination, inequity etc. and feel more prepared to support community members 	Some progress
Medium term outcomes	<ul style="list-style-type: none"> • Support is available for anyone that experiences racism, hate and human rights incidents 	Limited progress

	<ul style="list-style-type: none"> • Decreased fear of reporting hate crimes and hate incidents • More timely and increased community response to issues of inequity, discrimination etc. • Stronger community voice in fighting inequity and racism 	
(d) Connect coalition activities to broader equity initiatives		
Short term outcomes	<ul style="list-style-type: none"> • Community partners start implementing equity related policy changes within their systems 	Limited progress
Medium term outcomes	<ul style="list-style-type: none"> • Municipalities and community partners have an increased understanding of issues of equity and are committed to equity 	Limited progress

4. Findings – Key Learnings

This section describes learnings about the CCE project model, factors that contributed to intended outcomes and some challenges that hindered progress.

4.1. The CCE Model

One of the objectives of the project was to determine the effectiveness of the model used to implement the project so that the lessons learned in the pilot project could be applied to similar future projects.

4.1.1. A Provincially Coordinated Approach

Collaboration has proven to be an important strategy for solving complex issues within many communities. The *Your Voice* report identified “stronger networks and coalitions of organizations and people doing complementary work” as an important strategy to deal with human rights issues. Consultation participants called on funders to “invest in collaborative, community-driven solutions”.⁷ In keeping with this recommendation, the objective of CCE was to pilot a collaborative approach at both provincial and regional levels. Evaluation findings indicate that this approach was needed and has proven to be beneficial. Although each region could have worked on achieving CCE objectives and outcomes independently, a provincially coordinated approach resulted in positive and promising outcomes.

At the provincial level, ongoing communication and collaboration provided Regional Coordinators with access to a broad range of information, resources and training. Coordinators had different strengths and skills as well diverse perspectives and these differences were an important resource for the team. Many team members emphasized how much they learned from each other and that they appreciated the support from their colleagues as social justice work and community

“The whole idea of a provincially coordinated approach to combating inequity is what’s needed, whether were talking about racism or sexism or our current issue with COVID-19, a coordinated response is a good idea.”

“What we really appreciated about the local and provincial model is the connections you make with other communities that are doing similar or different things, that been really helpful and less isolating. Working only in [own community] you get into this bubble and echo chamber; having other people to share the struggles and successes and ideas has been very helpful.”

“I think what we have gained is more of that connection with other areas, what they’re doing, and having a lot more interaction...and learning opportunities. Before that it was very isolating, trying to do this work...I think that was one of the goals that was strongly communicated at the beginning of the project [and] I think one of the big strengths that has already emerged from the coalition.”

⁷ Alberta Human Rights Commission. (2017). *Your Voice: Advancing Human Rights in Alberta*. Page 30 https://www.albertahumanrights.ab.ca/Documents/Your_Voice_Report.pdf.

organizing in isolation can take a personal toll on individuals with lived experiences of marginalization.

Coordinators shared information about human rights and equity related issues in their regions and were better able to identify and prioritize common issues that could be addressed through provincially coordinated action, such as the response model. A provincial approach involving five regions also gave the project more credibility and profile.

4.1.2. Fiscal Organizations

Rather than select the same type of fiscal organization in all regions (e.g. a municipality or a community based organization) CCE went with a flexible approach of selecting organizations based on certain important characteristics. These included the reputation and credibility of organizations, their experience and expertise in coalition building, their connections within the community and with public sector organizations such as the municipality and law enforcement and the organizational capacity to support a Regional Coordinator. Public sector organizations such as municipalities might have greater access to resources than community based organizations, but as one team member noted, not being constrained by the bureaucracy of a large organization and having some autonomy, particularly to engage in advocacy, is also valuable.

"I did really appreciate that there was variation between service provider and municipalities as lead organizations, which provided a testing ground for the different types of communities. I don't think that in any community that there's a right size for everybody, so having a unique way of participating contributed to the wealth of knowledge around the table."

Although it is difficult to assess whether the organizations selected were the 'best fit' for the CCE project in each region, coordinators felt that overall, the fiscal organizations selected had a positive impact on the project and contributed to the outcomes.

4.1.3. Funding

The project included five regions in Alberta, which was an appropriate size for a pilot project. Adding more regions would have required additional resources to coordinate the project and more effort from team members to build relationships and establish processes to work together.

The funding allocated to each region was used to recruit and support five part time coordinators and was a good starting point for a pilot project. Some fiscal organizations were able to supplement the funding to create full time positions, but organizational representatives noted that sufficient funding for five full time positions would have been beneficial. Additional funds could also have been used to support regional coalition work, to remunerate coalition

members and to allow for more connections between coalitions. It would also have been useful to allocate funding for at least one additional person in each region to augment the team. This would have provided additional staff time for collaborative projects and in-person team meetings and would have supported the continuity of the work when there was Coordinator turnover. However, team members emphasized that any additional team members should be allocated equitably across all regions.

As a contrasting perspective, one team member noted that a key constraint of the project was the short timespan rather than the amount of funding, as two years is not sufficient to create meaningful community and systemic change around issues of equity.

4.1.4. Coordinator Roles

The roles assigned to Regional Coordinators worked well and all Coordinators were able to contribute substantially to the overall outcomes of the project. One area where the CCE project model could have been strengthened was the role of the Provincial Coordinator. In the first few months of the project, there was some confusion about the role of the Provincial Coordinator, with the Commission and REACH Edmonton envisioning the person being a facilitator rather than a hands-on manager. However, some Regional Coordinators and fiscal organization representatives expected the Provincial Coordinator to establish provincial priorities, provide guidance to the regions and manage, lead and coordinate provincial activities. These issues were resolved to some extent in the first six months of the project, with the Provincial Coordinator taking on more coordination tasks and Regional Coordinators modifying their expectations. However, by the end of the project all Regional Coordinators still felt that the project would have benefited from additional resources for a part-time Provincial Coordinator who was not also a Regional Coordinator. This would have resulted in a stronger start to the project and a greater focus on provincial priorities. The Provincial Coordinator could have focused on increasing the overall profile of CCE and providing more direction and guidance to the regions.

4.1.5. Regional Coalitions

The goal of CCE at the regional level was to build the capacity of communities and community based organizations to respond to incidents of racism, hate and discrimination and to advocate for systemic change. The purpose of the regional coalitions was to enable community partners to work collaboratively towards this goal. Red Deer and Wood Buffalo had active coalitions involved in equity work and Coordinators began working with these coalitions early in the project. The task of coalition building was much more time consuming in the regions where there was no coalition or the coalition was not active. In Calgary, it took the first year of the project to decide on the most appropriate approach and the Lethbridge coalition was not reactivated till the end of the first year. In Edmonton the work of coalition building also began in the second year and continued till the end of the project.

The flexibility of using an approach best suited to the region emerged as a key strength of the project. Coalitions were built or enhanced based on extensive consultation and feedback from communities, which engendered buy-in to the objectives of the project and a sense of ownership by coalition members. Although this was a time consuming process, it was also a more grassroots and community development centered approach compared to using a predetermined coalition structure for all regions.

4.2. Enablers / Key Success Factors

In addition to the model used for the CCE project, the following key factors contributed to project outcomes.

4.2.1. Support of the Commission

The Commission's ongoing involvement, knowledge and expertise contributed significantly to project outcomes and was useful in the start up phase of the project and on an ongoing basis. The Commission representative provided information on relevant provincial initiatives and priorities, resources and training opportunities as well as mentorship and guidance on various aspects of the project such as coalition building and community organizing. Some team members expressed their appreciation for the Commission's efforts to support the project despite staff shortages and budget cuts at the Commission during the project.

4.2.2. Support from Fiscal Organizations

Most team members spoke about the support they received from their fiscal organization, particularly from the fiscal organizational representative. Representatives provided Coordinators with guidance and direction on the project as well as personal support and a work environment that allowed for work-life balance. Through their fiscal organizations, Coordinators had considerable access to organizational wisdom and resources and connections to other community organizations.

Fiscal organizations also contributed resources and expertise to the project. For example, REACH Edmonton provided resources for the development of branding and marketing materials and development and maintenance of a project website.

4.2.3. Communication, Collaboration and Training

Team members felt that one of the strengths of the project was the ongoing communication within the team, participation in joint training sessions and collaboration on the response model. Regular meetings facilitated by the Provincial Coordinator allowed the team to stay connected despite being geographically dispersed across the province. Team members found the in-person team meetings especially valuable as they provided opportunities to strengthen relationships and engage in deeper dialogue on project issues and

“Having to travel and attend meetings takes away time from community work but on the other hand, I found the get togethers refreshing. It was a way for me to catch my second wind and go back re-energized, because I felt I was around people who understood me and how important it [the project] was.”

challenges. The team training sessions were one of the highlights of the project. Training topics were relevant to the project and facilitators were skilled and knowledgeable. The skills and knowledge that Coordinators gained from the trainings contributed to their capacity to work towards project outcomes.

4.2.4. Regional Autonomy

Although team members felt that that having clearer provincial priorities at the start of the project would have been useful, they also appreciated having the autonomy to design regional projects that considered local contexts. This flexible approach allowed each region to determine the best model for its coalition, select regional priorities and develop action plans to address these priorities. These approaches were based on valuable feedback from individuals and communities that had expertise in issues of racism and discrimination. Team members felt that a flexible approach that balanced provincial priorities with regional autonomy contributed to the success of the project. However, this level of autonomy also created some challenges and these are described under Challenges in Section 4.3.

4.2.5. Responding to Ongoing Community Issues

All regions developed action plans, and implementing planned activities was a core part of their work. However, Regional Coordinators also spent a lot of time responding to incidents, issues and requests for information and support. For example, with the rise of the Yellow Vest movement in the early part of 2019, the CCE team spent some time discussing potential regional and provincial responses to the movement. Several regions advocated for a statement about the movement from their municipal governments and the Red Deer Coordinator worked with the Red Deer Public Library to host educational sessions to counter misinformation being promoted by the Yellow Vest movement.

Coordinators were also called on to participate in consultations or to support specific groups. The Edmonton Coordinator participated in provincial consultations on anti-racism, the

Lethbridge Coordinator helped to organize community sessions to dispel misinformation about safe consumption sites and the Calgary Coordinator supported a number of Indigenous community events. Coordinators also received requests for help from community members; the Wood Buffalo Coordinator, for example, provided information on how to file human rights complaints. These are just a few examples of the ongoing work of Coordinators in each region. Although this work added to the tasks of implementing planned activities, the Coordinators' involvement in these activities aligned with the principles that guided the project: a focus on building relationships, attending to local needs and contexts and supporting individuals and organizations in their efforts to create more equitable communities.

4.2.6. An Intersectional Approach

The CCE team recognized the importance of using an intersectional lens in their work. Coordinators tried to ensure that they were reaching out to and connecting with a wide range of organizations that represented different equity seeking groups. Community based organizations working to support equity seeking groups often focus on specific issues, but an intersectional approach allowed Coordinators to support specific groups as well as build alliances across groups. Each region organized or supported educational sessions that focused on the issues and challenges faced by various marginalized communities. Coordinators engaged in training on concepts such as power and privilege to better understand how these are enacted to create oppressive structures that impact some groups more than others. Applying an intersectional lens required effort but the team recognized that it is foundational to achieving systemic change for equity.

“As work progressed, we saw a lot of intersections, so I think that has been a huge contribution to our community building and community empowerment work because it influenced the way the Coordinators approach their work.”

4.3. Challenges

The CCE team also encountered challenges that affected the degree to which outcomes were achieved. These included the lack of a provincial action plan, the time and effort it took to build and support coalitions, the need to address community issues as they arose and resistance to addressing racism and discrimination.

4.3.1. Need for a Provincial Action Plan

One of the challenges identified in the interim evaluations was an initial lack of clarity about the scope and specific goals of the project, which some team members reiterated in the summative evaluation. The intention of the Commission was to provide overall direction on the objectives and outcomes of the project but to allow each region to decide on the specific approach they would take based on regional priorities. At the first meeting, the team discussed the project goals and collaboratively refined the short and medium term outcomes. However, some team members still felt that this was not sufficient and that they would have benefited from more direction on goals and outcomes during the initial phase of the project. One approach could have been to begin the initiative by developing an overall provincial plan with goals, activities and outcomes and then to develop regional plans that aligned with the provincial plan. The provincial plan could have identified priority provincial projects (like the response model) so that work on these projects could have started earlier in the project.

“Going back to first meeting in Edmonton, when we walked in, it was “So what do you want to do?” I think it was a great approach because it allowed the different regions to meet their own needs but having six months of prep work to set up, what do we want to accomplish, set up those pre-existing goals so that it is a clear direction...A little bit more of a streamlined starting place would allow for a stronger cohesive response.”

4.3.2. Aligning the Project Mandate, Regional and Provincial Priorities and Activities

As mentioned above, one strength of the CCE model was that each region was able to select priorities and activities based on local needs and feedback from regional stakeholders. However, this autonomy also created some challenges. The mandate of the project was to utilize existing collaborative networks and/or bring together organizations interested in addressing issues of racism, discrimination and human rights. As has been previously mentioned, rather than using a predetermined coalition structure, each region utilized a different coalition model. Some participants felt that a large, broad based coalition that included a range of organizations representative of different equity seeking groups would have been the most effective way to achieve the project mandate, which was to create networks and build overall community capacity to address human rights issues. However, because of time it took to build or expand coalitions, there was no opportunity during the project to compare the effectiveness of the different models used.

Another example was the development of the response model. Although all regions were working together to develop the provincial response model, CCE Edmonton, based on feedback and suggestions from local stakeholders, developed their own separate response tool. This created some tension as some team members felt that focused attention from all regions on a provincial response model would have been more beneficial than developing two separate

models. The project could also have benefited from other coordinated events based on aligned priorities such as a speaker series delivered across all regions, more collaborative educational workshops and webinars and shared development of educational tools and resources. Alignment of the mandate with provincial and regional activities would have been easier if there had been a stronger provincial plan at the start and more resources for provincial coordination.

4.3.3. Building New Coalitions

Regions faced challenges in building coalitions, especially if they did not have an existing or active coalition.

Identifying organizations involved in equity work, making connections and building trusting relationships took a considerable amount of time and effort and most

Coordinators spent a large part of the first year engaged in these activities. In some regions, it was challenging to bring together organizations that had previously worked

in ‘silos’ or were reluctant to engage with organizations that might be competing with them for funding. Histories of conflict between organizations added another layer of complexity.

Although these issues were resolved through sustained effort to build relationships and focus on common goals, some coalitions were not formed or active until the second year of the project and this limited the amount of time available to implement regional activities.

“If you don’t have prior relationship with groups or organizations, creating those relationships to collaborate over time is difficult because you need trust and it takes a few months or even a year sometimes to build relationships.”

4.3.4. Resistance to Addressing Racism and Discrimination

One of the goals of the CCE project was to connect coalition activities to broader equity initiatives within the community so that community partners would increase their understanding of the systemic nature of racism and discrimination and the need for intersectional systems change.⁸ Although many people working within

community partner organizations and initiatives were aware of the systemic nature of these issues, Coordinators also encountered resistance to this idea.

For example, many communities had initiatives to address poverty and homelessness, but the people involved were reluctant to look at how racism and discrimination might be root causes or contributing

factors. This speaks to the need for ongoing awareness building, education and advocacy to

“[When talking about poverty reduction] the moment we bring up, that at the root of it is oppression, systemic racism and all that stuff, then we start to see a little bit of unease around the table in terms of people’s capacity to comprehend the topic or just unease in general. People don’t want to talk about it, or it’s apples and oranges, they don’t see the connection.”

⁸ See the logic model in Appendix 1, component 4(d): Connect coalition activities to broader equity initiatives.

ensure that people working on equity have an analysis of root causes that links racism and discrimination to broader issues of equity.

Summary

Although almost all the short term outcomes of the project were achieved, given the limited resources available, the 2-year time frame of the project and the challenges outlined above, some of the medium term outcomes of the project were not achieved. See the logic model in Appendix 1 for the level of progress on project outcomes. These outcomes are still important and indicate the need for ongoing and sustained efforts at both regional and provincial levels.

5. Next Steps

5.1. Future Activities and Outcomes

Regions were asked whether their coalitions would continue after the end of the pilot project, whether fiscal organizations had the capacity to continue any aspects of the project and the areas they would focus on if more funding became available in the future.

5.1.1. Potential Provincial Activities

At a provincial level, the Commission will continue to stay connected with fiscal organizations and Coordinators, provide them with information on potential sources of funding and advocate for the CCE project to continue and expand to other regions.

Regional Coordinators have expressed interest in staying connected with each other and the Provincial Coordinator will continue to facilitate team meetings to share information and resources, promote the use of the response model and explore funding opportunities.

The CCE project could take up the following provincial level activities in the future:

- Expand the project to other regions in the province. Many regions are currently working on related initiatives and would benefit from the access to information, expertise and support that comes from participating in a province wide collaborative project.
- Develop more shared resources, tools and templates.
- Enhance the profile of CCE across the province so that the resources developed can benefit more regions. Information about the project could be shared at events organized by the fiscal organizations, conferences, etc.

5.1.2. Potential Regional Activities

At the regional level, teams could:

- Strengthen regional coalitions.
- Implement the response model by sharing it with organizations, providing training and support, tracking and evaluating its use and effectiveness and further developing it as needed.
- Continue to work on medium term project outcomes that need ongoing work or were not started.

Calgary

The Calgary coalition will not continue without future funding but may become an informal network that works on specific projects as needed. Aspects of the CCE project may be incorporated into some Action Dignity program areas when possible.

Potential future activities and outcomes:

- Response model:
 - Share the data that was gathered to develop the response model more widely by publishing reports and presenting it to community organizations. Use the data to develop more educational materials and toolkits.
 - Use the data to determine what other actions could be implemented to address racism and discrimination.
 - Share the response model with other regions across Canada.
- Conduct more research on hate incidents and racism, possibly in partnership with academic institutions.
- Align the CCE project with anti-racism and related strategies underway at municipal, provincial and federal levels. Identify and work on common priorities and outcomes and continue to advocate for change at these levels.
- Identify other strategic partners in the region to share resources and expertise, and partner with them to identify additional sources of funding for the project.
- Increase the profile of the project by creating a larger media presence and by communicating project information through social media platforms, ethnic media channels and workshops and webinars.
- Expand the coalition by building on relationships with surrounding communities (Siksika Nation, Airdrie, Chestermere, Banff, Strathcona, Canmore and Cochrane).
- Utilize and expand Action Dignity's Ethno-Cultural (EC) Broker program to support systemic change for various equity seeking groups (Indigenous communities, people with disabilities, youth, ethnocultural communities, LGBTQ community, etc.). Expand the broker program to include surrounding communities.

Edmonton

Edmonton coalition members expressed a strong interest in continuing to meet and work together. The group that organized coalition meetings will continue to be involved in planning activities and a strategic planning session is scheduled for September 2020. REACH Edmonton will coordinate the strategic planning sessions and support future action.

Potential future activities and outcomes:

- Participate in a strategic planning session to formalize the group, determine how the group will work together, decide on coalition priorities, develop an action plan and identify the resources that will be required to implement it.
- Continue to expand the coalition to include more Indigenous organizations and smaller grassroots organizations.

- Continue to work with law enforcement and include representatives from the legal system in the coalition.
- Refine Edmonton’s response tool.
- Refine *Toolkit* training curriculum, create a training team and develop a plan to provide training so that service providers can effectively use the materials.

Lethbridge

LDIA will continue its work and the current CCE Coordinator will support the coalition as possible. LDIA has been very active in the community, organizing regular coalition meetings, providing education through Lunch and Learn sessions, and organizing community events. Additional funding would help to build on existing momentum and increase the capacity of the alliance.

Potential future activities and outcomes:

- Reach out to more organizations to continue to strengthen LDIA, especially groups that were previously involved in the CIM Committee but have since disengaged.
- Continue to implement the LDIA action plan and expand the plan to include actionable items for the next three years.
- Work with consultants to create an awareness campaign for LDIA.
- Implement more racism and discrimination education and activities in high schools.
- Work with the municipality towards broader systemic change and hold them accountable for planned actions.
- Seek sources of funding to allow LDIA to work on additional projects.

Wood Buffalo

In Wood Buffalo, RACIDE will continue to implement the diversity and inclusion action plan but at a slower pace. Without additional funding, the committee will not be able implement larger projects.

Potential future activities and outcomes:

- Continue the foundational work of reaching out to, engaging and partnering with Indigenous and Black communities. The large geographic area of the region made it difficult to connect with Indigenous communities and a key priority in future projects would be to work with these communities and to connect with initiatives such as the Missing and Murdered Indigenous Women and Girls project. Additional funding would allow CCE to focus on engaging those communities and working with them to develop projects.

- Continue to work with the disability community to identify and address accessibility issues. Accessibility has been an ongoing concern for many years, but funding is needed to engage in this work.
- Ensure that local plans align with federal anti-racism and related strategies.
- Continue to identify additional sources of funding.

5.2. Recommendations for Future Projects

The following are recommendations for collaborative projects similar to CCE. The recommendations are based on the overall findings of the evaluation and include specific suggestions from team members.

Fiscal organization

1. Consider the following factors when selecting a fiscal organization. Organizations should have:
 - A commitment to working towards equity and social change
 - Expertise and experience in addressing racism, discrimination and equity
 - Expertise in building or supporting coalitions and the capacity to build or support a regional coalition
 - Extensive connections with a range of community organizations, including grass roots organizations that support or advocate for equity seeking groups
 - Strong relationships with the municipality and involvement of the municipality as a member of the coalition (if the municipality is not the fiscal organization)
 - A positive reputation in the community
 - Organizational capacity to support one or more staff and to contribute to project outcomes

Project team and resources

2. Allocate resources for full time Coordinator positions in each region or discuss how available resources can be supplemented by fiscal organizations to create full time positions. The skills and knowledge required for this role include a strong knowledge of concepts of racism, discrimination and equity and experience working with community based organizations and coalitions. Coordinators should be able to work independently as well as in a team.
3. In addition to Regional Coordinators, allocate resources for a separate 2-3 day/week Provincial Coordinator position to be recruited from a fiscal organization already involved in the project. The skills and knowledge required for this role include a strong knowledge of concepts of racism, discrimination and equity, experience building coalitions, awareness of

relevant provincial and regional resources, strong project management skills and the ability to guide and manage diverse teams.

4. Add resources for an additional person on each CCE team to participate in collaborative provincial activities and support regional activities. This would add to project capacity and contribute to project continuity when there is turnover of team members.
5. Allocate resources for provincial project activities such as communication (e.g. online communication tools), branding and marketing (e.g. developing and hosting a website, developing materials for social media, etc.) and training.

Coalition Building

6. Provide new regions participating in the project with information on different approaches to coalition building and effective coalition building practices. Ensure that new regions have access to the key learnings of the pilot project, including the different coalition models used in each region.
7. New regions participating in the project should start by identifying groups in their regions already involved in equity work. Each region should consult with existing coalitions, networks and community organizations to determine whether the best approach is to work with an existing coalition or to form a new one.

Planning

8. Build in a start up phase to provide the team with opportunities to clarify the overall objectives of the project, set priorities and create provincial and regional action plans. Clarify how much flexibility regions have to let regional priorities drive their work, and in what areas.
9. Develop a provincial action plan first. Create regional action plans that align with the provincial plan and also respond to regional priorities, needs and issues.
10. If new regions are added to the project, ensure that regional plans begin with activities to identify organizations involved in equity work, make community connections and build relationships and trust. Include these as foundational activities and ensure appropriate timelines for the activities.
11. Ensure that project objectives, outcomes and planned activities are realistic based on the resources available and that timelines are achievable. Build in time for responding to community needs and issues as they arise.

Team skills/capacity/knowledge

12. Conduct a training needs assessment for the team at the start of the project and develop a training plan to address needs and gaps. If Coordinators do not already have skills needed for coalition building, ensure that this training is provided early in the project.
13. Identify specific strengths of each team member and allocate responsibilities for specific projects and tasks based on these strengths.

Team support

14. Acknowledge and address the impact of working on issues of racism and discrimination on team members with lived experiences of marginalization. Allocate project resources (or have fiscal organizations set aside resources) to provide mental health supports to team members as needed.
15. Use an anti-racism and an equity lens to examine project structures and processes (e.g. communication, assigning responsibilities, decision making) and as a team, determine how these can be adjusted to ensure equitable participation and well being of all team members.

Project continuity and sustainability

16. Develop a plan to ensure project continuity when there is a turnover of team members. This could include developing project orientation and training materials and ensuring new team members have access to the training and support they need for their roles.
17. Consider funding future projects with multiple funding sources to ensure that the project is not dependent only on one organization for funding and support.

APPENDIX 1. CCE Logic Model and Progress on Outcomes

Original Logic Model

The following logic model was developed by the Commission at the start of the project.

Suggested Activities	Suggested Outputs	Immediate Outcomes	Medium Outcomes	Long Term Outcomes
<p>Provide leadership and subject matter expertise (Commission)</p> <ul style="list-style-type: none"> Identify community readiness Provide financial support Facilitate professional development opportunities for coordinators 	<p>5 community coalitions</p> <p>Local coordinators as subject matter experts</p>	<p>Organizations and individuals are involved</p> <p>Cross cultural dialogues within and between communities</p>	<p>Community members demonstrate anti-racism and human rights skills and knowledge</p>	<p>Communities become self sustaining and respond to equity, racism, hate and human rights incidents in a collaborative fashion</p>
<p>Promote and develop community partnerships (Coalitions)</p> <ul style="list-style-type: none"> Develop steering committees/coalitions Hire and support coordinator Host local coalition meetings Liaise with other coalitions Research and develop local resources Contact and engage with communities Develop contact lists Provide equity/human rights training and support Host public awareness and cross cultural dialogues activities 	<p>Coalition Steering Committees</p> <p>Community meetings and networking events</p> <p>Community relationships and partnerships</p> <p>Educational materials</p> <p>Public events (workshops, training)</p>	<p>Communities have an increased and share understanding of equity, racism, hate and human rights issues and the need for local responses</p> <p>Community leaders and other stakeholders acquire training and knowledge to carry out anti-racism and human rights activities</p>	<p>Community partners demonstrate commitments to equity, anti-racism and human rights, as well as responding to hate activities</p> <p>Support is available for those that experience inequity, racism, hate and human rights incidents</p>	<p>Community members feel increased sense of safety and belonging</p>

Suggested Activities	Suggested Outputs	Immediate Outcomes	Medium Outcomes	Long Term Outcomes
<p>Create response mechanisms to address racism, hate and human rights (Coalitions)</p> <ul style="list-style-type: none"> • Develop effective and innovative response strategies, actions plans and protocols to address incidents • Monitor incidents in the community • Provide professional training and skill development in the community • Engage community groups and various stakeholders in addressing issues • Respond to incidents as they arise 	<p>Community Response strategies and protocols</p> <p>Evaluation and assessment tools</p>	<p>Communities are mobilized to implement inequity, racism and hate response protocols and plans at the local level</p> <p>More research and information to support community capacity in responding to incidents of inequity, racism and hate</p>	<p>Communities show leadership in actively finding solutions and mentoring each other</p> <p>Strengthen and broaden collaborations between partners and regions</p> <p>Stronger community voice in fighting inequity and racism</p>	

Updated Logic Model

The original model was expanded by the CCE team at the start of the project and updated periodically to reflect changes in planned activities.

Components

The logic model includes four components:

1. Leadership/support of the Commission
2. Provincial coordination and collaboration
 - (a) Communication and Collaboration
 - (b) Training
 - (c) Branding and marketing materials
 - (d) Shared resources
 - (d) Response model
3. Regional coalition building
4. Regional coalition activities
 - (a) Gather information
 - (b) Enhance awareness and education
 - (c) Strengthen response and support mechanisms
 - (d) Connect coalition activities to broader equity initiatives

Long term outcomes

The following long-term outcomes apply to all components of the logic model:

- Communities become self-sustaining and respond to equity, racism, hate and human rights incidents in a collaborative fashion
- Community members feel an increased sense of safety and belonging

Progress

The level of progress achieved for planned activities, outputs and outcomes was assessed based on the evaluation findings. Details on progress are reported in the body of the report.

- Level of progress:
- Good progress
 - Some progress
 - Limited progress / required additional resources

1. Leadership/support of the Commission

Inputs	Activities	Activity status	Outputs and Outcomes
<ul style="list-style-type: none"> • Community readiness • Human Rights Education and Multiculturalism Fund grant • Your Voices Report 	1. Provide orientation and information to CCE team and participating organizations	Complete	<p>Outputs</p> <ul style="list-style-type: none"> • 5 Regional Coordinators and Provincial Coordinator • Fiscal organizations <p>Short Term Outcomes (1 year)</p> <ul style="list-style-type: none"> • Regions are involved and engaged • CCE team has access to information and support • CCE team has increased awareness of equity related legislation (including the Charter of Rights and Freedoms, Alberta Human Rights Act, and the Criminal Code) • CCE team has increased access to province wide data • CCE team has increased understanding and knowledge of human rights and related issues <p>Medium Term Outcomes (2 year)</p> <ul style="list-style-type: none"> • CCE team has the capacity to develop community partnerships and support community action
	2. Facilitate professional development opportunities for CCE team	Complete	
	3. Provide information on relevant provincial events and activities	Complete	

2. Provincial coordination and collaboration			
Inputs	Activities	Activity status	Outputs and Outcomes
(a) Communication and Collaboration			
• CCE team	1. Participate in provincial meetings	Complete	Outputs <ul style="list-style-type: none"> • CCE Coordinator meetings • Communication mechanisms • CCE provincial priorities Short Term Outcomes (1 year) <ul style="list-style-type: none"> • CCE team feels empowered and supported • Increased / supported contribution of 5 regions • Commission uses coalition feedback to inform engagement / education priorities • Timely and effective communication within CCE team Medium Term Outcomes (2 year) <ul style="list-style-type: none"> • CCE team has timely access to information needed to maximize their effectiveness
	2. Select provincial priorities for collaborative projects	Complete	
(b) Training			
• CCE team	3. Conduct survey of training needs	Complete	Outputs <ul style="list-style-type: none"> • Knowledge of each CCE team members' skill sets and training needs • CCE professional development events • Training manual Short Term Outcomes (1 year) <ul style="list-style-type: none"> • Increased learning, support, skills, knowledge • Increased understanding and knowledge of human rights, equity, etc Medium Term Outcomes (2 year) <ul style="list-style-type: none"> • Regional Coordinators as subject matter experts • Each region has stakeholders with improved knowledge
	4. Training for Coordinators	Complete	
	5. Develop a training manual (including information on diversity, equity, human rights, hate crime, racism competencies etc.) for future Coordinators	Not started	

(c) Branding and marketing materials			
<ul style="list-style-type: none"> • CCE team 	1. Develop provincial templates for communication, media releases, key messaging, guidelines	Complete	Outputs <ul style="list-style-type: none"> • CCE key messages for external communication • CCE vision, mission and logo Short Term Outcomes (1 year) <ul style="list-style-type: none"> • CCE team has materials required for external communication Medium Term Outcomes (2 year) <ul style="list-style-type: none"> • Increased profile of CCE in regions and across the province • Government of Alberta and other provincial bodies draw on CCE team as an expert resource and look to CCE to inform policies and practice • Federally CCE is recognized as an expert in human rights related issues
	2. Media training	Not started	
(d) Shared resources			
<ul style="list-style-type: none"> • CCE team 	1. Share knowledge and resources	Complete	Outputs <ul style="list-style-type: none"> • Shared knowledge and resources • Shared programs and templates • Consistent tools across the province Short Term Outcomes (1 year) <ul style="list-style-type: none"> • CCE team has access to shared knowledge and resources • Provincial research informs local programs and response models • In-depth research and information available to respond to issues of inequity, discrimination, racism and hate Medium Term Outcomes (2 year) <ul style="list-style-type: none"> • CCE team has access to resources they need
	2. Create a map of the issues and use one standard measure across the regions to identify and report themes and trends	Not started	
	3. Develop an intersectional lens to frame coalition work	Complete	
(d) Response model			
<ul style="list-style-type: none"> • Regional Coordinator • Regional CCE coalitions and 	1. Conduct research on community capacity to respond to incidents	Complete	Outputs <ul style="list-style-type: none"> • Information on community capacity to respond to

partners • Additional funding for specific projects	2. Gather community feedback on elements required for a response model	Complete	incidents • Response model and strategies • Plan for adapting / implementing the response model in each region Short Term Outcomes (1 year) • CCE team has access to a response model that can be adapted and implemented in each region Medium Term Outcomes (2 year) • More timely and increased community response to issues of inequity, discrimination etc. • Stronger community voice in fighting inequity and racism
	3. Develop a provincial response model	Complete	
	4. Implement the response model in each region	Requires ongoing effort	

3. Regional coalition building

Inputs	Activities	Activity status	Outputs and Outcomes
<ul style="list-style-type: none"> • Regional Coordinators • Regional CCE coalitions and community partners 	1. Obtain municipal commitment to CCE	Varies by region	<p>Outputs</p> <ul style="list-style-type: none"> • Established coalitions • Community relationships and partnerships • Public events (gatherings, cafes, workshops, training, etc.) • Training to build coalition capacity <p>Short Term Outcomes (1 year)</p> <ul style="list-style-type: none"> • Increased commitment from coalitions and partners • Strong commitment from municipalities • Community partners have knowledge to implement human rights activities <p>Medium Term Outcomes (2 year)</p> <ul style="list-style-type: none"> • Stronger and broader collaborations between partners and regions • Community partners show leadership in actively finding solutions and mentoring each other • Stronger community voice in addressing inequity and racism
	2. Create contact list of potential community partners	Complete	
	3. Form coalitions	Complete	
	4. Include a member from each reservation/settlement on coalition	Not started	
	5. Organize community meetings and networking events	Complete	
	6. Liaise with other regional coalitions	Complete	
	7. Assess what training is needed by coalition members	Varies by region	
	8. Provide equity/human rights training and support to partner organizations	Requires ongoing effort	
	9. Include an equity clause on funding contracts	Not started	
	10. Build and share resources across CCE communities	Requires ongoing effort	

4. Regional coalition activities			
Inputs	Activities	Activity status	Outputs and Outcomes
(a) Gather information			
<ul style="list-style-type: none"> Regional Coordinators Regional CCE coalitions and partners Additional funding for specific projects 	1. Create list of community stakeholders/groups: gather their input on issues, determine gaps, share information	Complete	<p>Outputs</p> <ul style="list-style-type: none"> Repository of information on community stakeholders <p>Short Term Outcomes (1 year)</p> <ul style="list-style-type: none"> CCE Coordinator has information on community partners and their work Coalition has information needed to plan actions and strategies <p>Medium Term Outcomes (2 year)</p> <ul style="list-style-type: none"> CCE coalition has timely access to information needed to sustain the CCE project in the region
	2. If viable, support communities in research/funding etc.	Not started	
	3. Have consultation on upcoming Commission research	Not started	
	4. Have ongoing mechanism for gathering data on regional issues of inequity	Requires ongoing effort	
	5. Identify stakeholders that address needs of marginalized groups	Complete	
	6. Ask stakeholders to identify themes/issues and report back to province to generate a provincial map of issues	Requires ongoing effort	
(b) Enhance awareness and education			
<ul style="list-style-type: none"> Regional Coordinators Regional CCE coalitions and partners Additional funding for specific projects 	1. Host and foster community conversations and cross cultural dialogues	Varies by region	<p>Outputs</p> <ul style="list-style-type: none"> Increased number of conversations between and within communities Training events for community partners <p>Short Term Outcomes (1 year)</p> <ul style="list-style-type: none"> Communities have an increased and shared understanding of equity, racism, hate and human rights issues and the need for local responses Communities have an increased awareness of the
	2. Active Response Training	Varies by region	
	3. Provide victim services training for community members, agencies and local governments	Not started	
	4. Awareness activities (targeted to	Varies by	

	specific demographics)	region	<p>Commission, Stop Hate Alberta, Alberta Hate Crimes Committee etc.</p> <ul style="list-style-type: none"> • An increase in educational activities through regional school districts <p>Medium Term Outcomes (2 year)</p> <ul style="list-style-type: none"> • Community members have increased empathy • Community members have increased knowledge of equity, racism, hate and human rights issues 	
5.	Share information on Commission and stophateab.ca websites, at interagency meetings, in media releases, through school presentations, on municipal websites	Complete		
6.	Mentorship (train the trainer) for diverse populations	Varies by region		
7.	Improve awareness of commemorative days (e.g. Orange Shirt Day)	Varies by region		
8.	Support solidarity movements (e.g. Unity walk after Montreal Mosque attacks)	Varies by region		
9.	Align education and training for schools with curriculum changes, adopt the language being used within that context	Not started		
(c) Strengthen response and support mechanisms				
<ul style="list-style-type: none"> • Regional Coordinators • Regional CCE coalitions and partners • Additional funding for specific projects 	1.	Conduct research on community capacity to respond to incidents	Complete	<p>Outputs</p> <ul style="list-style-type: none"> • Community response strategies and protocols • A list of community contacts for disclosure of incidents • Utilization of community response strategies and protocols • Repository of incidents in the community <p>Short Term Outcomes (1 year)</p> <ul style="list-style-type: none"> • Community members have increased awareness of the process of reporting hate crimes • Increased number of community contacts with whom community members feel safe to disclose grievances
	2.	Develop mechanism to track and monitor incidents in the community	Not started	
	3.	Respond to incidents as they arise	Varies by region	
	4.	Develop effective and innovative response strategies, action plans and protocols to address incidents	Complete	
	5.	Support youth led initiatives and activities to promote healing in	Not started	

	the region		<ul style="list-style-type: none"> Community partners have increased knowledge of how to respond effectively to discrimination, inequity etc. and feel more prepared to support community members <p>Medium Term Outcomes (2 year)</p> <ul style="list-style-type: none"> Support is available for anyone that experiences racism, hate and human rights incidents Decreased fear of reporting hate crimes and hate incidents More timely and increased community response to issues of inequity, discrimination etc. Stronger community voice in fighting inequity and racism
	6. Contact tracking for each Coordinator/region	Complete	
	7. Promote healing for victims of hate	Varies by region	
	8. Specialized training for community members and agencies that support victims	Not started	
(d) Connect coalition activities to broader equity initiatives			
<ul style="list-style-type: none"> Regional Coordinators Regional CCE coalitions and partners 	1. Advocate for the use of an equity lens in the municipality and within community organizations	Not started	<p>Outputs</p> <ul style="list-style-type: none"> People have information and knowledge about inclusive practices <p>Short Term Outcomes (1 year)</p> <ul style="list-style-type: none"> Community partners start implementing equity related policy changes within their systems <p>Medium Term Outcomes (2 year)</p> <ul style="list-style-type: none"> Municipalities and community partners have an increased understanding of issues of equity and are committed to equity
	2. Support / implement joint initiatives to address issues of equity for diverse groups in the community	Varies by region	
	3. Advocate for diversity positive media	Not started	
	4. Advocate for annual reviews of organizational policies and procedures	Not started	
	5. Develop arts and culture initiatives to support ongoing annual festivals / activities (e.g. AB Culture Days)	Not started	

APPENDIX 2. Evaluation Questions

The following questions were used to guide the evaluation:

Evaluation component	Evaluation questions
1. Leadership/support of Commission	a) How well did the Commission support the efforts and actions of the Coalition in the following areas? <ul style="list-style-type: none"> • Providing orientation to and context for the CCE program • Facilitating access to professional development • Providing ongoing information on related initiatives, relevant data, grants and other funding opportunities, human rights related issues, etc. b) What additional support would have been useful?
2. Provincial coordination and collaboration	c) How effective was the coordination and collaboration between the Coordinators and organizational representatives, Provincial and Regional Coordinators? <ul style="list-style-type: none"> • <i>Provincial Coordinator role:</i> How effective was the provincial coordination? • <i>Communication and coordination:</i> Was there enough communication between team members? How well did the team work together? • <i>Training:</i> Did formal training provide the skills and knowledge required to perform allocated roles? • <i>Sharing knowledge and resources:</i> Was there enough sharing of knowledge and resources between Coordinators? Were there adequate mechanisms for sharing and accessing resources? • <i>Collaborative activities:</i> Did collaborative projects contribute to outcomes?
3. Collaboration in each region between community partners	d) How effective were the regional coalitions? <ul style="list-style-type: none"> • How effective was the leadership of the Coordinator and the coordinating organization (fiscal agent) in each region? • How effective was the process used to build the regional coalition? How well did each region reach out to potential partners? • How well was communication between partners established and maintained? • What strategies were most effective in building and sustaining the coalition?
4. Coalition actions in each region	e) How effective were Coalition-supported programs and actions in contributing to the outcomes of the project?

Evaluation component	Evaluation questions
	<ul style="list-style-type: none"> • How effective were the actions implemented by the partnership? • How were different models used to engage different audiences/groups? What was successful and what was not? • What impact was achieved at the municipal level in terms of addressing issues of equity?
5. CCE model	<p>f) Overall, how well did the CCE model work? How effective was the model in achieving the desired outcomes of promoting human rights and addressing discrimination?</p> <ul style="list-style-type: none"> • Did the structure work? • Was the funding adequate? • How could the model be strengthened?

APPENDIX 3. Evaluation Data Collection Methods

The following methods were used to collect data for the formative and summative evaluations:

Evaluations	Method	Number of participants
Interim evaluation report	Interviews with CCE team members	10
Progress on logic model activities and outcomes	Focus group with CCE team at in-person regional team meeting	8
Progress on CCE Grant Agreement activities	Interviews with Coordinators	5
Summary of CCE Future Scenarios Conversations	Interviews with Coordinators and fiscal organization representatives, conducted in collaboration with Commission representative	8
Evaluation of the development of the response model	Observation of human centred design training sessions	
	Review of response model survey and focus group findings; review of response model resource materials	
	Focus group with CCE team on response model	6
	Attendance at response model webinar	?
	Survey of participants of response model webinar	28
Evaluation of CCE Edmonton activities	Attendance at meeting to plan next steps for CCE Edmonton	13
	Focus group with AHCC representative and CCE Edmonton coalition members	4
	Interview with JHC representative	1
	Attendance at 1 stakeholder meeting; review of stakeholder meeting minutes; review of Wordls, Wordls training materials and results of Wordls training surveys	
Overall summative evaluation of the CCE project	Focus group with CCE team	9
	Interviews with Coordinators	4

APPENDIX 4. Formative Evaluations

Formative Evaluations

The evaluation of the CCE project included formative assessments during the project and a final summative evaluation. The following formative evaluations were conducted.

Interim evaluation report – February 2019

The purpose of this interim evaluation was to assess project progress from the start of project in April 2018 to the end of 2018 and to provide feedback on how the project could be strengthened.

The interim evaluation showed that some progress had been made on most of the medium term outcomes. Team members felt that they had established good working relationships and team training had enhanced the knowledge and skills they needed for their roles. Coordinators were actively reaching out to and building relationships with community organizations and were attending and supporting the implementation of various human rights and equity events and activities in their regions.

Team members discussed some of the challenges they had encountered. These included a lack of clarity about provincial priorities and the role of the Provincial Coordinator, a lack of focus on a provincial collaborative project and the need to enhance the profile of CCE across the province. Some regions were also finding it challenging to establish regional coalitions.

The interim evaluation report provided recommendations for next steps and the team selected some priority areas to address. This included conversations to clarify team roles and a decision to make the development of a response model to report and respond to incidents of racism and other forms of discrimination a CCE provincial priority.

Progress on logic model activities and outcomes – May 2019

During an in-person team meeting held in Calgary in May 2019, team members discussed the progress that had been achieved on activities and outcomes. Team members found it useful to review the logic model to identify the areas that they had successfully addressed as well as areas that needed further effort. Some activities that were initially planned were deemed too ambitious given the project timeline and available resources. A key learning in the first year of the project was that although it takes time to establish the processes and relationships that underpin the formation of collaborative networks, a lot can be accomplished by working together, jointly engaging in activities to build knowledge and skills and sharing information and resources. The findings of the discussion were used to update the logic model and action plans.

Progress on CCE Grant Agreement Activities – June 2019 and June 2020

The purpose of these two formative evaluations was to assess the level of progress on the activities included in each region's funding contracts. These evaluations helped Coordinators identify areas where substantial progress had been made as well as areas that required further attention. The activity used to assess the level of progress was repeated at the end of the project. The results of both assessments are reported below.

CCE Future Scenarios Conversations – December 2019

The purpose of this formative evaluation was to review regional and provincial outcomes achieved to date and to envision future outcomes if CCE were to continue after the current pilot project ended in March 2020. The data for the evaluation was gathered through conversations with Coordinators and representatives from fiscal organizations. A summary of the findings of this formative evaluation is included below and a shorter version is included in the main body of the report.

Progress on CCE Grant Agreement Activities – May 2019 and June 2020

As part of the formative evaluations, the progress made on grant agreement activities was assessed in May 2019 and June 2020. The objective was to ensure that all regions were making progress on grant agreement deliverables and to highlight areas that needed more effort. The activity to assess the level of progress was repeated at the end of the project.

Coalition Creating Equity Grant Agreement Deliverables

By accepting this grant your organization, as fiscal sponsor, is agreeing to ensure the following activities are completed during the course of this project (April 1, 2018 to Mar 31, 2020).

- Participating in the provincial CCE coordinators cohort meeting and training
- Supporting the local steering committee
- Identifying coalition participants
- Coordinating and facilitating regular coalition meetings
- Liaising with other coalitions
- Contacting and engaging with regional communities and individuals (including Indigenous, newcomers, persons with disability, LGBTQ and others concerned with equity issues)
- Develop contact lists of community leaders and support services available locally and provincially that address equity, racism and human rights issues
- Providing reports to the funder on key information as required
- Monitor equity, racism, hate and human rights incidents in the community
- Provide professional training and skill development in the community
- Ongoing evaluation of coalition activities, actions and success
- Leading and assisting their communities to undertake the following activities:
 - Discuss and address issues, barriers, and solutions from the local “Your Voice” conversations
 - Research and develop local resources (including but not limited to workshops, education materials, social media)
 - Provide human rights training and support to community
 - Host public awareness and cross-cultural dialogues activities (including significant international human rights dates)
 - Develop response strategies, action plans and protocols to address equity, racism, hate and human rights incidents (co-create and/or share with other coalitions)
 - Respond to equity, racism, hate and human rights incidents as they arise

I. Provincial coordination and collaboration		Level of progress					Comments
		Cal	Edm	Leth	RD	WB	
1. Participate in the Provincial CCE Coordinators cohort meetings	May 2019	100%	100%	100%	75%	100%	Red Deer: Part-time position does not allow participation in all meetings
	Jun 2020	All activities completed					
2. Participate in the Provincial CCE Coordinators cohort training	May 2019	100%	100%	100%	100%	100%	
	Jun 2020	All activities completed					
3. Participate in provincial initiative evaluation	May 2019	100%	100%	100%	100%	100%	
	Jun 2020	All activities completed					
4. Provide reports to the funder on key information as required	May 2019	100%	100%	100%	100%	100%	
	Jun 2020	100%	100%	100%	100%	100%	
5. Develop response strategies, action plans and protocols to address equity, racism, hate and human rights incidents (co-create and/or share with other coalitions)	May 2019	25%	25%	25%	25%	25%	Red Deer. Developed a brief protocol for the municipality All regions: Response model is at planning stage
	Jun 2020	All regions contributed to the development of the response model, which is now complete. Action plans to implement the model are in progress. Calgary: Action Dignity will promote the model in their ongoing work. Detailed action plan to implement the response model still needs to be created. Edmonton: Coalition is in the process of planning next steps to implement the model. Lethbridge: Will be connecting with a couple of organizations to test use of the response model. Ongoing implementation plan will be created in collaboration with LIDIA. WB: First stakeholder meeting to present the model has been completed, next meeting is being planned. Work to promote the model will continue through the municipality and RACIDE.					

II. Collaboration in each region with regional coalition members		Level of progress					Comments
		Cal	Edm	Leth	RD	WB	
6. Develop contact lists of community leaders and support services available locally and provincially that address equity, racism and human rights issues	May 2019	75%	75%	75%	75-100%	100%	
	Jun 2020	All regions have connected with and engaged with a diverse range of organizations and have developed contact lists. WB: Contact list of community leaders will be added to existing list of community organizations and contacts.					
7. Contact and engage with regional communities and individuals (including Indigenous, newcomers, persons with disability, LGBTQ and others concerned with equity issues)	May 2019	100%	75%	75%	75-100%	75%	WB: Building relationships with Indigenous partners and rural communities is challenging within the short time frame of the project
	Jun 2020	All regions have connected with and engaged with a diverse range of individuals and communities. Connections with Indigenous communities could be strengthened.					
8. Identify coalition participants	May 2019	75%	75%	75%	75-100%	100%	Lethbridge: In the process of identifying CIM Committee members WB: Need to develop a method for future recruitment
	Jun 2020	All regions identified coalition partners. In regions where coalitions are continuing, coalitions may expand as new organizations express interest in being involved in the work.					
9. Coordinate and facilitate regular local coalition meetings; support the local steering committee	May 2019	75%	100%	75%	100%	100%	Lethbridge: CCE Coordinator is actively involved in supporting the restructuring of the CIM Committee
	Jun 2020	All coalitions coordinated and facilitated regular local coalition meetings.					
10. Liaise with other coalitions	May 2019	100%	75%	75%	50%	75%	Lethbridge: ongoing WB: Could be collaborating more
	Jun 2020	All regions identified and connected with a number of other community coalitions. More coalitions could be engaged in future work.					

11. Ongoing evaluation of coalition activities, actions and success	May 2019	100%	100%	100%	75%	100%	Ongoing
	Jun 2020	All regions participated in evaluation activities.					

III. Coalition activities in each region		Level of progress					Comments
		Cal	Edm	Leth	RD	WB	
12. Discuss and address issues, barriers, and solutions from the local “Your Voice” Conversations	May 2019	100%	25%	50%	75%	75%	
	Jun 2020	Regions used the <i>Your Voice</i> report to conduct environmental scans, seek out organizations that address areas of concern outlined in the report, and design local activities. However, many issues raised in the report will require ongoing work to address and to achieve long term change.					
13. Research and develop local resources, including workshops, education materials, social media	May 2019	25%	25%	75%	75%	50%	Edm: Many local organizations are already developing resources; don’t want to duplicate their work; will support these organizations where they can
	Jun 2020	Some activities will continue to be implemented by regional coalitions and will be completed by Sept 2020.					
14. Provide professional training and skill development in the community	May 2019	75%	25%	25%	75%	75%	Edm: Many local organizations are already providing training; will support these organizations
	Jun 2020	Planned training sessions were completed. However, much more training and skill development is required in the future to ensure that communities have the information they need to address issues of equity.					
15. Provide human rights training and support to community	May 2019	50%	25%	50%	50%	25%	Edm: Will support JHC to provide training Leth: More training by Commission planned for the fall WB: Planned for Fall 2019
	Jun 2020	Planned training sessions were completed. Identifying resources to deliver training can be challenging; more training is required to address community concerns and needs.					

III. Coalition activities in each region		Level of progress					Comments
		Cal	Edm	Leth	RD	WB	
16. Host public awareness and cross-cultural dialogue activities (including significant international human rights dates)	May 2019	75%	25%	25%	75-100%	100%	Leth: More sessions planned
	Jun 2020	Planned training sessions were completed. Excellent progress in planning and implementing awareness events and dialogue, and supporting other organizational events.					
17. Monitor equity, racism, hate and human rights incidents in the community	May 2019	50%	50%	0%	75-100%	50%	Edmonton: Being monitored by StopHate Lethbridge: Will be done after response model has been developed WB: Tracker spreadsheet; talking with law enforcement
	Jun 2020	CCE relied on the data on hate incidents from StopHate; no new mechanism was implemented to collect data on incidents. However, through their organizational and community connections, the CCE Coordinators and regional coalitions became more aware of incidents in the community and the most prevalent types of incidents.					
18. Respond to equity, racism, hate and human rights incidents as they arise	May 2019	50%	50%	0%	100%	50%	Edmonton: Reaching out to other organizations that are doing this Lethbridge: Will be done after response model has been developed WB: Response model will help with this
	Jun 2020	Coordinators worked to build the capacity of organizations to respond to incidents, supported individuals when they were approached directly and referred them to various organizations as appropriate. To continue this work, ongoing education for individuals and communities is required and the response model needs to be implemented in each region.					

CCE Future Scenarios Conversations

The following is a summary of the findings of the formative evaluation conducted in December 2019. The following questions were used to guide the conversations:

- i. What have been the key outcomes of the CCE pilot project in your region?
- ii. What outcomes would you work towards in the next phase of the project if it were to continue?
- iii. What would be the impact on your region if CCE didn't continue?

Note: Red Deer was not included in these conversations as CCE Coordinator had not been replaced.

Key outcomes achieved from April 2018 to December 2019

- CCE Coordinators in each region have spent a considerable amount of time and effort identifying, connecting with and supporting organizations that are already engaged in equity work in their regions. This has provided the CCE team with insights about which organizations in their regions are working towards equity, the nature of their work as well as gaps and issues that need to be addressed more effectively. Coordinators also act as a central contact for gathering and disseminating information about ongoing work, initiatives and events in their communities.
- In each region, CCE Coordinators have been instrumental in building or enhancing a coalition of stakeholders (individuals and organizations) who are working towards equity in different areas. Two regions (Calgary and Edmonton) have formed new coalitions. In regions where there was an existing group, the CCE Coordinators have expanded the group (WB) or are working on revitalizing the group (Lethbridge). The strength of the groups is that they bring together stakeholders who represent and are working with a range of equity seeking groups in the community. This brings a diversity of perspectives, knowledge and skills to the table and facilitates information sharing, identification of areas of common concern and implementation of solutions to address these concerns.
- An area of common concern that was identified was the need for a model to respond to hate incidents in the community, and CCE has made addressing this concern a provincial priority. A provincial survey was administered to collect data for the development of the model, and each region has collected additional data in their region. The CCE Coordinators are working on developing the model and beginning the implementation of the model in their respective regions.

Potential future outcomes

- If the CCE project were to continue, regions would continue to work with their coalitions to implement strategies to address gaps in equity work and issues of concern that have been identified. Coalitions could be strengthened and their capacity could be enhanced.

- The response model will be in its early stages, and the work of implementing the model within each region could continue. The model could be tested, refined and evaluated to ensure ongoing effectiveness and sustainability.

Impact of funding not continuing

Two of the four regions stated that their work could not continue without funding. In Calgary, some of the CCE work could be continued by Action Dignity but it would not receive the focused attention that it currently does. REACH Edmonton has committed to continuing to work with the stakeholder groups that have been participating in the stakeholder gatherings. All regions are exploring other avenues of funding to continue the work. Even if individual regions access funding, it may be difficult to coordinate working at a provincial level on projects such as the response model.

APPENDIX 5. CCE Branding and Marketing Materials

The following materials were developed to create a brand for CCE and for use in promoting the project.

CCE Logos



CCE Alberta Stakeholders, Key Messages, Vision & Mission

Vision:

An equitable and just Alberta that understands, practices and advocates for human rights as defined by the Canadian and Alberta human rights legislations.

Mission:

Creating alignments and increasing capacities between regions to better collaborate, share and develop resources, and advocate with and for one another to address issues of equity, hate and discrimination.

Stakeholders:

Three main stakeholder groups were identified in our visioning session. The first group of stakeholders consists of the individuals and communities who are dealing with issues of equity and discrimination. This stakeholder group is either affected by the negative impacts of discrimination or are advocates fighting for equity in their communities and places of work. Moving forward, CCE Alberta will need to address the needs and concerns of this group.

The second stakeholder group identified in our visioning session were organizations and groups already involved in the work of advancing equity and taking action against acts of discrimination. This stakeholder group will be seen working most closely with CCE Alberta as they are the group who engages and conducts the work with communities and larger social systems. Moving forward, CCE Alberta will need to find ways to support their efforts.

The last stakeholder group identified is that of municipal and provincial governments. This stakeholder group influences larger systems through the development of policies, processes and funding mechanisms that can either advance or create challenges for the work of equity organizations and the lives of people who might face discrimination. Moving forward, CCE Alberta will need to find ways to leverage different orders of government to create systems change.

Key Messages:

Key Messages for Community:

- CCE Alberta supports communities and organizations to develop accountable spaces.
- CCE Alberta supports communities and individuals in navigating the pathways and access points to services to heal and support one another.
- CCE Alberta is a province-wide community of practice that supports the advancements of all equity issues.
- CCE Alberta is supporting an increase in diversity and inclusion within workplaces and communities and the cultural awareness to support and maintain this through accountable spaces.
- CCE Alberta aims to create greater awareness of the human rights of Albertans.

Key Messages for Organizations:

- CCE Alberta aims to provide organizations with the resources to boost knowledge and capacity to engage with their communities.
- CCE Alberta connects the work and research of organizations across the province to other regions making them more aware of the work done across the province.

Key Messages for Municipal and Provincial Stakeholders

- CCE Alberta is working towards a community-based response protocol for cases of discrimination, racism, and hate.
- CCE Alberta will aim to give municipalities and the Government of Alberta a better overview of what the equity opportunities and gaps are across regions.
- CCE Alberta aims to prioritize the issues of equity across regions.
- CCE Alberta aims to establish equity communication channels across the region.
- CCE Alberta aims to foster collaboration within and between regions; between, communities, organizations and different levels of government.

APPENDIX 6. CCE Coordinator Training

This section includes information on the training sessions the CCE Coordinators participated in as a team and the results of evaluation surveys.

Date	Location	Topic	Facilitators
Sept 2018	Online	Pre-training sessions	Tyra, Jacquie and Andrea
Oct 2018	Red Deer	Accountable spaces guidelines Internal-bias training What is an equity lens?	Thulasy Lettner
		Anti-colonialism and Indigenous awareness	Evans Yellow Old Woman
		Respectful and inclusive workplaces	Rosalee Averin
		White privilege (Part 1 and 2)	Andrea, Tyra and Jacquie
		Facilitation Training	Tyra and Jacquie
		CCE Team Discussions Intercultural Conflict Assessment Communications	Team Cam Stewart Marilyn Gray
March 2019	Calgary	Not In Our Town	
May 2019	Calgary	Premier's Council on the Status of Persons with Disabilities	Sheila Serup
		Disability Action Hall	Colleen Huston
		Design thinking	Kevin Drinkwater
Oct 2019	Wood Buffalo	Application of human centred design principles to development of response model	Krystell O'Hara

Training Session Survey Responses

Pre-training sessions	Oct 17 2018
Facilitators: Tyra, Jacquie and Andrea	
1. If you participated in the two pre-training sessions that were conducted, please comment on whether you found reading materials and discussions helpful in preparing you for the training sessions over the last three days	
<ul style="list-style-type: none"> • I found the reading on understanding White Fragility to be very helpful as it helps put some of the obstacles I face into perspective • Time to think about topics before the session. Was helpful to have more time to learn about topics over a couple of weeks. All the pre-training materials were useful to the sessions. • Enjoyed them, bit too much information to read/watch. Those who participated didn't read/watch the same information. Still helpful and relevant to hear other's insights. • Good discussion clarified things for me as to meanings, etc. 	
2. Please provide any overall comments on the pre-training and in-person training	
<ul style="list-style-type: none"> • These trainings are valuable because they give us an opportunity to share information and best practices and ask questions to help further the work • Great training! • Really appreciated Tyra, Jacquie and Andrea leading/facilitating/coordinating the session/logistics. Thank you. 	

Accountable spaces guidelines, Internal-bias training, What is an equity lens?					Oct 17 2018
Facilitator: Thulasy Lettner					
8 responses					
After attending this session:	Strongly Agree	Agree	Disagree	Strongly Disagree	
1. I am more knowledgeable about the topics that were presented	7	1			
2. I understand the relevance of this topic to my work on the CCE initiative	8				
3. The knowledge I gained will be useful to me in my work on the CCE initiative	8				
4. I will be able to apply this knowledge to my work on the CCE initiative	8				
5. I am motivated to learn more about this topic	7	1			
	Excellent	Good	Room for improvement	Comments	
6. Opportunities to interact with and share perspectives	7	1		<ul style="list-style-type: none"> • Just enough opportunity for this training purpose 	

with other participants				
7. Time allocated for the workshop	3	3	2	<ul style="list-style-type: none"> • Would have loved a little more time • As the basis for this work I felt that this session could've been the entire day • Good enough intro
8. Facilitator's presentation style	8			<ul style="list-style-type: none"> • Need to do this for top level persons
9. Facilitator's expertise	8			<ul style="list-style-type: none"> • Excellent as can be!!
10. What aspects of this session were relevant and applicable to your CCE work?				
<ul style="list-style-type: none"> • Helps me redefine how I view equity and being more equitable in my approach • Definition of equity. Ladder of discrimination. • Equity definition • Accountable spaces guidelines, some great videos and tools for teaching and facilitating equity work • Setting accountable space is important to set the groundwork. Diagrams. • How to share the definitions of equity in community • Defining the terms with examples to help get everyone present on same page 				
11. What concepts or ideas will you be able to apply to your work on the CCE initiative?				
<ul style="list-style-type: none"> • The concept of having accountable work spaces and environment while doing the work • Using the ladder of discrimination to assess how I stereotype • Internal Bias Activity was great • Equity definition, equity priority • The language and definitions • Personally using accountable spaces guidelines 				

Anti-Colonialism and Indigenous Awareness				Oct 17 2018
Facilitator: Evans Yellow Old Woman				
7 responses				
After attending this session:	Strongly Agree	Agree	Disagree	Strongly Disagree
1. I am more knowledgeable about the topics that were presented	6	1		
2. I understand the relevance of this topic to my work on the CCE initiative	7			
3. The knowledge I gained will be useful to me in my work on the CCE initiative	7			

4. I will be able to apply this knowledge to my work on the CCE initiative	7			
5. I am motivated to learn more about this topic	6	1		
	Excellent	Good	Room for improvement	Comments
6. Opportunities to interact with and share perspectives with other participants	1	5	1	
7. Time allocated for the workshop	4	2	1	
8. Facilitator’s presentation style	5	2		<ul style="list-style-type: none"> Felt intimidating to speak when discussion was required; the way questions were posed to the group was really strong and didn't necessarily invite discussion Lots of new important info presented. So style worked well.
9. Facilitator’s expertise	7			<ul style="list-style-type: none"> Telling one’s own story makes one an expert with/of that topic
10. What aspects of this session were relevant and applicable to your CCE work?				
<ul style="list-style-type: none"> By understanding that in order for reconciliation to take place, the truth needs to be known The history of the treaties. How to engage with indigenous communities. Responses to common push back comments (how to address resistance). Historical and current context. Reflecting, sharing and acknowledging colonization and its impact and moving forward my responsibilities in this Ally “how to/what to do” very good info/tools to use – very applicable to more successful interaction/considerations concerning indigenous considerations 				
11. What concepts or ideas will you be able to apply to your work on the CCE initiative?				
<ul style="list-style-type: none"> Making sure not to center myself while doing the work How to build trust Active allyship. Being mindful on your privilege and power when requesting indigenous peoples to engage. Working with sixties scoop Assn and asking them how we can support them, what this looks like 				

- Importance of knowing the community you are planning/wanting to work with e.g. learn to say “hello” in their language before you meet them
12. If you have any other comments about this session, please add them to the back of this page
- Introducing Shiloh @ the start
 - Thank you Evans Yellow Old Woman and Shiloh

Respectful and Inclusive Workplaces				Oct 17 2018	
Facilitator: Rosalee Averin					
7 responses					
After attending this session:		Strongly Agree	Agree	Disagree	Strongly Disagree
1. I am more knowledgeable about the topics that were presented		6	1		
2. I understand the relevance of this topic to my work on the CCE initiative		7			
3. The knowledge I gained will be useful to me in my work on the CCE initiative		7			
4. I will be able to apply this knowledge to my work on the CCE initiative		5	2		
5. I am motivated to learn more about this topic		5	2		
	Excellent	Good	Room for improvement	Comments	
6. Opportunities to interact with and share perspectives with other participants	3	4	1	<ul style="list-style-type: none"> • Whole group discussion of definition to get them all on same/similar page 	
7. Time allocated for the workshop	2	4	2	<ul style="list-style-type: none"> • Too many definitions. Would've loved more time to talk about tools. • Too much one on one engagement. More methodologies to share. Small group, video 	
8. Facilitator's presentation style	3	4		<ul style="list-style-type: none"> • Need to be more cognizant of time and to move the discussion forward more quickly 	
9. Facilitator's expertise	7				

10. What aspects of this session were relevant and applicable to your CCE work?
<ul style="list-style-type: none"> Realizing that equity shouldn't be limited to certain spaces How workplace and life intertwine Definitions expanding, understanding limitations of inclusion The definitions and clarity of language. Thought provoking. Definitions and discussions around each broadened my understanding of words/concepts to make one think more universal with definition rather than specific to my personal view
11. What concepts or ideas will you be able to apply to your work on the CCE initiative?
<ul style="list-style-type: none"> "Allyship" needs to be intentional and not performative Moving from being passive to active Normalizing allyship and moving it to "accomplice". Understand respect vs. recognition vs. reconciliation vs. reparation. The definitions and clarity of language. Thought provoking. Need to create work that is across cultures that encourage system change for equity, justice etc. for all humans

White Privilege (Part 1 and 2)				Oct 18 2018	
Facilitators: Andrea, Tyra and Jacquie					
6 responses					
After attending this session:		Strongly Agree	Agree	Disagree	Strongly Disagree
1. I am more knowledgeable about the topics that were presented		2	4		
2. I understand the relevance of this topic to my work on the CCE initiative		5	1		
3. The knowledge I gained will be useful to me in my work on the CCE initiative		4	2		
4. I will be able to apply this knowledge to my work on the CCE initiative		4	2		
5. I am motivated to learn more about this topic		4	2		
	Excellent	Good	Room for improvement	Comments	
6. Opportunities to interact with and share perspectives with other participants	5			<ul style="list-style-type: none"> Collaborative effort in discussions 	
7. Time allocated for the workshop	5				
8. Facilitator's presentation style	3	3		<ul style="list-style-type: none"> More clear direction 	

				<ul style="list-style-type: none"> • Not always clear who was facilitating • Collaborative style
9. Facilitator's expertise	4	2		<ul style="list-style-type: none"> • Very experienced, knowledgeable. • Collaborative style
10. What aspects of this session were relevant and applicable to your CCE work?				
<ul style="list-style-type: none"> • A better understanding of terms and references such as intersectionality • How white privilege appears in our work • Definitions (shared), what some racialized peoples might want from white people in terms of helping to address equity • Clarifying who is doing what! Learning the strengths, areas of interest and capacity of various CCE • Getting to know each other's viewpoint and level of comfort with topic discussion 				
11. What concepts or ideas will you be able to apply to your work on the CCE initiative?				
<ul style="list-style-type: none"> • Understanding that privilege isn't restricted to a certain demographic • How to build allyship with each other • When did I notice privilege. Ideas on addressing white fragility. Ideas on how to support racialized individuals. 				

Facilitation Training				Oct 19 2018	
Facilitators: Tyra and Jacquie					
7 responses					
After attending this session:		Strongly Agree	Agree	Disagree	Strongly Disagree
1.	I am more knowledgeable about the topics that were presented	3	4		
2.	I understand the relevance of this topic to my work on the CCE initiative	6	1		
3.	The knowledge I gained will be useful to me in my work on the CCE initiative	4	3		
4.	I will be able to apply this knowledge to my work on the CCE initiative	5	2		
5.	I am motivated to learn more about this topic	6	2		
		Excellent	Good	Room for improvement	Comments
6.	Opportunities to interact with and share perspectives with other participants	5	2		<ul style="list-style-type: none"> • Great to interact with having different partners. Increases extension of safe boundaries.

7. Time allocated for the workshop	4	1	2	
8. Facilitator's presentation style	4	3		
9. Facilitator's expertise	4	3		
10. What aspects of this session were relevant and applicable to your CCE work?				
<ul style="list-style-type: none"> • Gained more understanding that facilitation is process of constant learning • How to improve engagement. How to collaborate to prepare training • Hearing others challenges increases my knowledge 				
11. What concepts or ideas will you be able to apply to your work on the CCE initiative?				
<ul style="list-style-type: none"> • Making sure one has an accountable and safe space before proceeding • How to outreach to elders 				

CCE Team Discussions				Oct 18 2018
Intercultural Conflict Assessment				Oct 19 2018
Facilitator: Cam Stewart				
Communications				Oct 19 2018
Facilitator: Marilyn Gray				
Topics	Very helpful	Somewhat helpful	Not helpful	Comments
1. CCE Team discussions	7			<ul style="list-style-type: none"> • Important opportunity to talk to everyone. Were able to discuss some collaborations • Increased personal and professional knowledge, expertise of colleagues
2. Intercultural Conflict Assessment	4	3		<ul style="list-style-type: none"> • Learning how to deal with conflict cross culturally • Wanted more time for this • Clarified many personal questions regarding the inventory
3. Communications	5	1		<ul style="list-style-type: none"> • Wanted more time • N/A

Disability Action Hall					May 15 2019
Facilitator: Colleen Huston					
7 responses					
After attending this session:			Strongly Agree	Agree	Disagree
					Strongly Disagree

1. I am more knowledgeable about the topic that was presented	5	2		
2. I understand the relevance of this topic to my work on the CCE initiative	6		1	
3. The knowledge I gained will be useful to me in my work on the CCE initiative	6	1		
4. I will be able to apply this knowledge to my work on the CCE initiative	5	2		
5. I am motivated to learn more about this topic	6	1		
	Excellent	Good	Room for improvement	Comments
6. Opportunities to interact with and share perspectives with other participants	3	4		
7. Time allocated for the workshop	4	3		
8. Facilitator's presentation style	7			
9. Facilitator's expertise	7			
10. What aspects of this session were relevant and applicable to your CCE work?				
<ul style="list-style-type: none"> • Great to shine the light on a group that is often overlooked. Love all the creative ways they do their work. Built in opportunities for sharing/communication after. • All of it. • The lived experience and expertise from participants. The variety of ways to tell the stories and the intersectionality explored through many levels of government. • Greater awareness and understanding of the disability communities. Learning how important advocacy and sharing stories are. • Everything! Use of film, rallies, comedy to advocate + in public education. Bill C81, Accessibility Code, etc. 				
11. What concepts or ideas will you be able to apply to your work on the CCE initiative?				
<ul style="list-style-type: none"> • Many: variety of tactics; humour, inclusion; want to connect after. • All of it. Awareness of disabilities issues. • Collaboration between the disability sector and municipal and provincial governments to ensure plans and budgets are considered. • I have more to learn about how to be more inclusive with disability communities. • Would love to use some of the films and collaborate to bring awareness around disability to our region. 				
12. Other comments:				

- Appreciate having Action All come and present. Will give more thought about this. Thank you Tyra.

Design Thinking					May 16-17 2019
Facilitator: Kevin Drinkwater					
5 responses					
After attending the training on Design Thinking:	Strongly Agree	Agree	Disagree	Strongly Disagree	Comments
1. I am more knowledgeable about the concepts of Design Thinking	3	2			
2. Design Thinking concepts will be useful for developing the CCE Response Model	4	1			<ul style="list-style-type: none"> • Creative and abstractions of normal processes in relation to this work specifically is necessary
3. There was enough time allocated to the concepts of Design Thinking	3	1	2		<ul style="list-style-type: none"> • Felt like we could have used a full week on the topic
4. There was enough time allocated to applying the concepts of Design Thinking to the development of the Response Model	1	3	1		<ul style="list-style-type: none"> • I wish we could have had more time to discuss what each region will do and why, as opposed to using as a possible prototype • Felt initial tensions took away from time allocated to testing • I understand that this was the launch pad, but with so little working time together, it felt like we should have committed at least another day
5. I was satisfied with the progress we	1	2	1		<ul style="list-style-type: none"> • I wish we had more time to discuss the

made on the Response Model					<p>process. We have the tools but how will we use them?</p> <ul style="list-style-type: none"> • It felt like the most progress we had made to date
	Excellent	Good	Room for improvement	Comments	
6. Opportunities to interact with and share perspectives with other participants	3	2			
7. Facilitator’s presentation style	4	1		<ul style="list-style-type: none"> • Decently paced, no issues 	
8. Facilitator’s expertise	4		1	<ul style="list-style-type: none"> • In relation to the work and portfolio specifically we could have had someone with a depth of understanding as the response model relates to a provincial mandate as well as regional 	
9. What were the most valuable aspects of the two-day Design Thinking training?					
<ul style="list-style-type: none"> • I enjoyed the process and all the activities to help us understand design thinking. I feel I have got “it”, now have a good understanding so that I can use the concepts in not only the CCE work, other work as well within our organization. • Learning the tools to facilitate this process. • Process was useful in getting everyone on the same page as far as what the response model is/could look like and working through a shared vision for methodology, audience, etc. • Gaining a new perspective and learning about other forms of methodology is essential to my professional development and the implementation of the response model. • To creatively engage in planning. So often, we attach a linear process to incidents as law and justice systems have abided that process. I appreciated the forward thinking, the planning, the “what ifs” 					
10. Is there any aspect of the training that could have been improved?					
<ul style="list-style-type: none"> • Not really, I really enjoyed the time we spent as a team, providing updates and hearing from the other regions, as to the successes and challenges. This type of collaboration is challenging, and I so appreciate everyone’s honesty and sharing where they are at personally. More clarity on how we will build the response model collaboratively • Would have been best to only have CCE coordinators present to allow us the space to develop this shared vision prior to bringing in CCE coalition members from regions. 					

- Not really. Just wished the initial group conflict had not delayed momentum.
- Yes. The coalition members should be working in a cohesive way with the coordinators to ensure the mandates and vision are met with strategic results that will ensure Albertans have access and feel connected to their Human Rights.

Overall feedback on training in Calgary	May 15-17 2019
7 responses	
1. Training Overall	
<ul style="list-style-type: none"> • The first session on Wednesday morning could have been more structured, perhaps someone facilitating it. • Sessions on disabilities were very useful. • Training was really tiring overall; let's include some self-care breaks next time, some activity part way through so it's not so intense. • There was a lot of tension; let's be aware of who we are bringing into the space and whether they need to be there or not. 	
2. Design Thinking/Response Model	
<ul style="list-style-type: none"> • I wish it was just the CCE coordinators there so that we could have had the space as a provincial group to solidify the understanding of the response model before bringing it to our local CCEs. Perhaps we could have had some time on our own and then opened it up to others. • The design thinking concepts were useful but we didn't decide what we were going to do in each region; we spent 2 days on a good foundation but we didn't spend enough time on the response model. E.g. we could have spent less time on the activities using examples from other projects and more time applying the concepts to the response model. • I wasn't aware of the work that Red Deer has already done on a response model. • The work Red Deer has done looks very promising – we should have had a conversation about it. • The Friday morning session on consulting the community was great - helped to move towards a shared vision of what the response model might look like; until that point everyone had a different vision. 	
3. Next steps for the response model	
<ul style="list-style-type: none"> • I'm still confused about the next steps to develop the response model. It would have been useful to have that conversation before we left; we are going to talk about it at our next team meeting, but it would have been useful to do it before we ended on Friday. • I'm worried that we will run out of time to develop the response model. If it's rushed, then maybe 2 or 3 people will end up working on it and it should really be a collaborative effort. • We need to clarify who will be involved in developing the resources model going ahead, and make sure that any remaining tension about the involvement of other groups (John Humphrey, AHCC) is clarified. • If at the provincial level, we decide what the response model looks like and the process that we want use to develop it, then we can move ahead. 	

- We need to figure out how to integrate the pieces of the response model that some regions are working on with the overall approach we are taking provincially. It's hard to see at this point how everything will fit together.
- As coordinators, we need to start by having a conversation about common understanding of where we are and the next steps for developing the response model. We need a shared vision of the response model and a common methodology to develop it. Then we can go back to our regions and decide how we are going to work on the next steps in each region. If we are still not clear on this, then we need to work on that first.
- My view of next steps to develop the response model:
- Gather data from each region on the response model. We need to decide on a methodology, who will be consulted etc. so that each region can use this methodology to move ahead.
- Conduct consultations in each region.
- Look at data from the consultations to see what ideas are coming forward, what are the issues, concerns and strategies. Which of these strategies are applicable provincially and which ones are regional?
- Next, develop a provincial iteration of the response model, and add any local pieces.
- Prototype the model regionally; what works and what doesn't
- Go back and adjust the provincial model.

4. Planning for the next training session:

- Best if 2 or 3 people take on organizing it and get feedback from others.
- No need for an external speaker – we have a lot of knowledge in our group and we can spend more time sharing that knowledge.
- We need to be clear about the intention of the meetings, if the focus is on training the coordinators or do we want to build capacity of people involved in CCE at the regional level? That will determine who we invite. If we are going to invite CCE regional coalition members, it should be equitable. It is easier for some CCE regional members to travel to the provincial meeting and more difficult for others. How do we create some equity around this to ensure that there is same level of involvement from all regions?

Application of human centred design/development of response model					Sept 19 2019
Facilitator: Krystell O'Hara					
6 responses					
How useful were the following sessions? To what degree did they contribute to the development of the response model?					
	Very useful	Somewhat to very useful	Somewhat useful	Not useful	Comments
1. Survey and focus groups learnings	5	1			<ul style="list-style-type: none"> • Very plain and concise • Took some time to get through,

					wished they had been read
2. User Personas - building empathy	5		1		<ul style="list-style-type: none"> • Very detailed and in-depth • Use of concrete examples
3. Insights Statements - How Might We	5	1			<ul style="list-style-type: none"> • Encouraged critical thinking
4. Brainstorming	6				
5. Gut Check (feasibility of ideas)	1	1			
6. Debrief and evaluation					
7. What were the most valuable aspects of the meeting today?					
<ul style="list-style-type: none"> • I enjoyed brainstorming and insight statements • Creating insight statements • All of it was very useful. Great facilitation. • The user personas and themes derived from this activity was helpful in getting a clear idea of the data • Smudge and accountable spaces was a great place to start the day • The activities flowed really well into each other and made it easy to see the path forward in developing the response model • Seeing everyone and knowing we have a level of trust that helped us work through the process • That Krystell invested her time and energy to facilitate the session today 					
8. Is there anything that could have been improved?					
<ul style="list-style-type: none"> • More pictures of Victor • Arriving the night before to be better rested and prepared for intensive day • Provide an example/go through one user persona before breaking into groups 					

Application of human centred design/development of response model,	Sept 20 2019
Facilitator: Krystell O’Hara	
How useful were the following sessions? To what degree did they contribute to the development of the response model?	

	Very useful	Somewhat useful	Not useful	Comments
1. Bundle Ideas	5			
2. Prototyping / Storyboard	5			
3. Presenting the prototypes				
4. Service Model Canvas (action plan for next steps)	2			
5. What were the most valuable aspects of the meeting today?				
<ul style="list-style-type: none"> • I enjoyed being able to prototype ideas • It was all extremely useful - it really helped in making me feel more secure in creating the model • Working together collaboratively • Seeing how the process works 				
6. Is there anything that could have been improved?				
<ul style="list-style-type: none"> • More pictures of Victor • No it was excellent • Setting a tentative timeframe for next steps. All good. Thanks. • Wasn't sure if we are testing the prototypes. Is there capacity to do the prototypes? Isn't clear what the development of a provincial community response framework looks like unless it's the four themes we identified at the start 				

APPENDIX 7. Key Provincial Activities

Team Communication and Collaboration Activities	
May 2018	Participated in the AUMA/WIC Come Together Alberta conference Regional CCE meeting in Edmonton
May 2018	Determined strategies for ongoing communication; set up Slack to share resources; participated in Slack training
May – Dec 2018	Formed working groups; team participated in working groups
May – Dec 2018	Participated in working groups
Oct 2018	Participated in in-person CCE team meeting in Red Deer
May 2019	Participated in in-person CCE team meeting in Calgary and NOIT information session
Sept 2019	Participated in in-person CCE team meeting in Wood Buffalo
Mar 2020	Participated in in-person CCE team meeting in Lethbridge
ongoing	Participated in monthly team meetings
ongoing	Shared information and resources
Team Planning Activities	
Sept – Dec 2018	Created action plans
Feb 2019	Updated action plans and submitted to Commission
Mar 2019	Reviewed interim evaluation report and created a plan to address recommendations
ongoing	Ongoing planning to implement action plans and address other issues in each community
Team Training Activities	
Aug 2018	Training working group meeting to discuss topics for Oct 17-19 regional meeting
Oct 2018	Participated in online pre-training sessions and assignments to prepare for Oct 17-19 regional meeting
Oct 2018	Participated in training sessions at in-person CCE team meeting in Red Deer
May 2019	Participated in training sessions at in-person CCE team meeting in Calgary
Oct 2019	Participated in training sessions at in-person CCE team meeting in Wood Buffalo
Branding and Marketing Activities	
Aug 2019	Coordinated launch of CCE / media release?
Oct 2018	Facilitated discussion with provincial team to determine vision/mission and brand
Nov 2018	Developed draft key messaging for CCE and conducted branding exercise to help set the direction for CCE
Nov 2018	Sent messaging, vision/mission to the Regional Coordinators and Commission for review and updates
Dec 2018 – Mar 2019	Creation of CCE logo website, Facebook and Twitter accounts
Aug 2019	Participated in a media panel at 630 Ched Radio Station
Sept 2019	Developed and delivered a CCE webcast to increase awareness of and promote the project
ongoing	Provided information for updates to website and social media accounts
Response Model Activities	

Nov 2018 – Apr 2019	Initial work on a response model by Calgary and Wood Buffalo Regional Coordinators
Mar 2019	Decision to focus on the development of a response model as a team
Jun 2019 – Sept 2019	Designed and disseminated survey to collect feedback on hate incidents and a response model
Sept 2019 – Dec 2019	Analysed survey and focus group data and developed key themes
Oct 2019	Prepared the service model canvas
Oct 2019 – Jan 2020	Conducted research on feasibility of creating a response model app
Oct 2019 – July 2020	Developed various components of the response model including coordination of website content, webinar support and evaluation
Coordination Activities (Provincial Coordinator)	
May 2018	Assisted with coordinating first CCE team meeting and training in Edmonton
Jun – Aug 2018	Provincial Coordinator and REACH representative visited regions to learn about each region
ongoing	<ul style="list-style-type: none"> • Communicated with the Commission on issues as they arose • Planned and implemented activities suggested by the Commission that would contribute to achieving the overall vision and objectives • Facilitated and coordinated ongoing and timely communication between CCE team members • Planned, chaired and created minutes of CCE team meetings which meetings • Participated in additional meetings as required • Supported planning of in-person regional team meetings • Kept informed about regional activities, issues, challenges and needs • Supported the development of a process and tools for team communication and sharing of information and resources • Responded to requests for information and resources from the Regional Coordinators and connected Regional Coordinators to expertise in specific areas • Tracked collaborative projects • Followed up on province-wide collaborative activities and supported these by connecting regions to resources and expertise • Gathered feedback on team’s training needs • Assisted with organizing training sessions for the CCE team and connected regions with potential speakers on various topics • Supported the development of CCE branding and marketing materials • Coordinated with the project evaluator and tracked evaluation activities and progress • Met with evaluator and provided ongoing updates on project updates
Evaluation Activities (Evaluator)	
May 2018	Created evaluation plan
May 2018	Participated in regional CCE meeting in Edmonton; facilitated planning session and outcome mapping session
Jan – Feb 2019	Prepared interim evaluation report
Feb 2019	Collected data and developed interim evaluation report with recommendations to strengthen the project
Mar 2019	Conducted a needs assessment of Regional Coordinators’ training needs

May 2019	Participated in regional CCE meeting in Calgary
Jul 2019	Collected data to assess progress on CCE Grant Agreement Activities
Nov – Dec 2019	Collected data and developed a report on outcomes achieved to data and future scenarios for CCE
Mar 2020	Participated in regional CCE meeting in Lethbridge; collected data for final evaluation
ongoing	<ul style="list-style-type: none"> • Tracked activities and progress with CCE Regional Coordinators and Provincial Coordinator • Updated logic model and action plans as needed • Reviewed activity trackers completed by Regional Coordinators • Designed surveys for regional activities and training events and compiled results

APPENDIX 8. CCE Calgary Key Activities

Consult / Build and support coalition	
May – Aug 2018	Conducted a scan of local organizations doing equity work
May – Aug 2018	Connected and met with potential community partners involved in equity work
May – Aug 2018	Met with representatives of equity seeking groups and organizations
May – Aug 2018	Developed lists and contact information of community leaders and support services available locally and provincially that address equity, racism and human rights issues to form Steering Committee for Calgary Coalition
May – Aug 2018	Connected with potential members of a Calgary CCE coalition; worked on a code of conduct for the coalition
Sept 2018	Developed MOU's with non-profits to ensure protocols are followed and understood
Sept 2018	Held first coalition meeting
Jan 2019	Created Calgary CCE Coalition and draft Code of Conduct; hosted bi-monthly Calgary CCE Coalition meeting
Oct 2019	Planned and implemented the Equity Summit to gather feedback on issues related to the upcoming federal election
Collaborate	
Dec 2019	Worked with the Red Community Midwives on parenting and keeping children safe in a racist society
Ongoing	Helped organize and participated in human rights related community events
Ongoing	Participated in and supported existing coalitions within the municipality
Build capacity	
Nov 2019	Attended training on Filing Human Rights Complaints by the John Humphrey Centre
Ongoing	Presented information on anti-racism grants at various organizations and assisted organizations with grant applications
Educate	
Sept 2018	Conducted anti-racism workshop with YYC, CommunityWise
Oct 2018	Designed, organized and facilitated pre-training sessions and 3-day training session for CCE team; hosted the CCE team in Calgary
Nov 2018	Collaborated with the Centre for Race and Culture (CFRAC) on Refugee Awareness training
Apr 2019	Supported Black Intersectionality Panel
Dec 2019	Human Rights Day with Action Dignity
Feb 2020	Hosted Black Intersections event
Ongoing	Presented anti-racism workshops to Action Dignity brokers and to various community organizations
Advocate	
Oct 2018	Participated in provincial consultations on anti-racism
Develop response model	
Jun 2019 – Oct 2019	Organized and conducted focus groups to collect data for the development of the response model

Oct 2019 – Mar 2020	Developed various components of the response model
CCE Calgary Coalition Members	
CommunityWise Resource Centre	
12CSI	
Red Community Midwives	
Alex Community Food Centre	
Individual community members	
Organizations Consulted and/or Collaborated with	
12CSI	
Aboriginal Friendship Centre of Calgary	
Action Dignity Membership	
Alberta Association of Immigrant Serving Agencies	
Alberta Rural Development Network	
Alex Community Food Centre	
Calgary Ability Network	
Calgary Anti-Oppression Network	
Calgary Catholic Immigration Society	
CommunityWise Resource Centre	
Disability Action Hall	
John Humphrey Centre for Peace and Human Rights	
Native Counselling Alberta	
Red Community Midwives	
Skipping Stone Foundation	
Stride	
VOICES	

APPENDIX 9. CCE Edmonton Key Activities

Consult / Build and Support Coalition	
Apr 2018 – Mar 2019	Met and consulted with representatives of organizations currently involved in equity related work to assess interest in forming a coalition
Sept 2018	Hired a consultant to review reports relevant to CCE initiative and to present summary of findings to potential coalition members; conducted survey of coalition members
Sept 2018	Planned and conducted first meeting with organizations interested in participating in CCE to share organizational updates and discuss collaboration
Oct 2018 – Jul 2019	Coordinated seven coalition meetings and planning meetings for stakeholder sessions
Feb 2019	Consulted with John Humphrey Centre for Peace and Human Rights (JHC) and CFRAC about formation of CCE coalition
Apr 2019	Contracted JHC to design and plan stakeholder sessions with coalition members
Sept 2019 – April 2020	Planned and implemented three stakeholder meetings in collaboration with coalition members and JHC; conducted debrief and planning meetings with smaller coalition planning group
Jul 2020	Planning group meeting to discuss next steps for CCE Edmonton
ongoing	Attended local equity related educational sessions and events related to addressing discrimination and promoting equity to become informed about equity related work
Collaborate	
Jun 2018	Consulted with Edmonton Shift Lab to identify opportunities for collaboration between CCE and the Shift Lab
Mar 2019	Participated in the NOIT meeting
May 2019 – Feb 2020	Participated in Edmonton Shift Lab project to create Witnessing Racism; Bystander Action Booklet
Sept 2019	Supported Sixties Scoop Indigenous Society of Alberta with consultation on participatory activity to take across the province (attended Devon workshop), launch, coordinated support for media launch and video
June 2019 – ongoing	Participated in Alberta Hate Crimes Committee
ongoing	Connected with municipal representatives working with equity related initiatives; contributed to projects
Build capacity	
Jun 2018	Attended 2-day Anti Discrimination Response training in Red Deer
Sept 2018	Partnered with JHC to deliver grant writing session on anti-racism grants
Nov 2018	Attended anti-racism workshop with AHRC
Nov 2018	Attended anti-racism session with Institute for the Advancement of Aboriginal Women
Apr 2019	Contracted JHC to design and develop Wordles as an educational tool / response model for frontline service providers
Jul 2019 – Jun 2020	Collaborated with JHC and Edmonton CCE coalition to build and test educational tools and response model for Edmonton
Nov 2019 – June 2020	Collaborated with JHC to apply for Canadian Heritage anti-racism grant to continue the work of CCE

May 2020	Collaborated with AHCC to present a webinar ‘Understanding and Reporting Hate Crimes and Incidents’
Educate	
Sept 2018	Anti-racism workshop in collaboration with JHC
Jan 2019	Coordinated delivery of training: Understanding Hate Crime, Incidents and Response Models
Mar 2019	Conducted survey of Edmonton coalition to assess training needs
Jun 2020	JHC designed and facilitated panel on ‘The realities of hate for Indigenous communities’
Advocate	
Oct 2018	Participated in provincial consultations on anti-racism
Jun – Sept 2018	Provided feedback to the City of Edmonton on their Anti-Racism Advisory Committee
Develop response model	
Jun 2019	Planning for team meeting to get training on human centred design and development of the response model
Oct 2019 – Mar 2020	Developed various components of the response model
Organizations consulted and/or collaborated with	
Alberta Association of Immigrant Serving Agencies (AAISA)	Institute for The Advancement of Aboriginal Women (IAAW)
Alberta Community Crime Prevention (ACCPA)	Islamic Family & Social Services Association (IFSSA)
Alberta Hate Crimes Committee (AHCC)	J5 Social Innovation
Alberta Human Rights Commission (AHRC)	John Humphrey Centre for Peace and Human Rights (JHC)
Alberta Urban Municipalities Association (AUMA)	M.A.P.S (Mapping and Planning Support Alberta)
Analytics Edmonton	Multicultural Family Resource Society (MFRS)
Canadian Heritage	Native Counselling Services of Alberta
Catholic Social Services (CSS)	Not In Our Town (NOIT)
Centre for Race and Culture (CFRAC)	Resiliency Project (Organization for the Prevention of Violence)
City of Edmonton	Sixties Scoop Indigenous Society of Alberta (SISSA)
Coalition of Social Inclusion (COSI)	Shiloh Centre For Multicultural Roots
Edmonton Mennonite Centre for Newcomers (EMCN)	Syrian Canadian Cultural & Community Centre (SCCCC)
Edmonton Police Service (EPS)	The Edmonton Shift Lab
End Poverty Edmonton	The Pride Centre of Edmonton
Government of Alberta, Anti-Racism Secretariat	University of Alberta, Office of Safe Disclosure
Grant MacEwan University	Voices of Disabilities

APPENDIX 10. CCE Lethbridge Key Activities

Consult / build and support coalition	
May 2018	Conducted a scan of local organizations doing equity work
May 2018	Connected and met with potential community partners involved in equity work to inform them of the CCE initiative and to establish relationships and partnerships
Jan 2019	Took on the role of co-chair Lethbridge's LDIA committee
May – Jun 2019	Participated in community consultations to gather feedback on priorities for LDIA; participated in updating the strategic plan and terms of reference; presented the plan to Lethbridge Council; obtained approval for funding to implement the plan
Jul 2019 – Mar 2020	Worked on building and expanding the coalition and implementing the LDIA action plan
Nov 2019	Hired consultant to work on a public awareness campaign for LDIA
Collaborate	
Jun 2018	Helped to organize and supported Indigenous Day activities
Sept 2018	Supported and participated in TRC Lethbridge activities
Sept 2018	Collaborated on anti-racism/discrimination videos
Sept 2018	Facilitated connections between immigrant youth/Black youth and police
Dec 2018	Worked with Lethbridge transit to discuss inclusion on transit
July 2018 – present	Worked with the Lethbridge Immigration Partnership
Feb 2019 – 2020	Organized and supported Black History Month events
Sept 2019	Supported and participated in TRC Lethbridge activities
ongoing	Worked with and supported events by Support Network for Academics of Colour Plus
Build capacity	
May 2018	Worked with various organizations that support the Black community; assisted them with forming a coalition, acquiring funding and building capacity
Sep – Dec 2018	Held a series of conversations with post-secondary student associations to help them improve their knowledge and help acquire funding for equity and inclusion initiatives
Dec 2018	Offered an anti-racism grant writing workshop to community stakeholders
Feb 2019	Developed an inclusion charter for organizations
ongoing	Provided support to various organizations including assistance with grant writing, strategic planning and other capacity building activities
Educate	
Feb 2019	Formed a partnership to bring anti-racism education and a leadership campaign into high schools
Aug 2019	Presented toolkit to post-secondary institutions. This was done in partnership with SNAC+ and Volunteer Lethbridge to discuss the free speech policies within post-secondary institutions.
Aug 2019	Collaborated with ARCHES to dispel misinformation about safe consumption site
ongoing	Organized lunch and learn sessions with LDIA committee on equity topics

On hold	Planning a train-the-trainer session with the developers of the Bonvenon inclusion toolkit
Advocate	
Jun 2020	Helped organize local protests against systemic discrimination and police brutality.
Develop response model	
Jun 2018	Gathered feedback on how data on hate incidents could be collected and tracked
Oct 2019 – Mar 2020	Developed various components of the response model
Organizations consulted and/or collaborated with	
5th on 5th Youth Services	
ARCHES	
Inclusion Lethbridge	
Lethbridge Diversity and Inclusion Alliance (LDIA)	
Lethbridge Family Services	
Local Immigrant Partnerships	
SAIPA/SARCAN	
Sik-Ooh-Kotoki Friendship Society	
Southern Alberta Ethnic Association	
United Way Lethbridge	
Volunteer Lethbridge	
White Buffalo Trailblazers	
YWCA Lethbridge	

APPENDIX 11. CCE Red Deer Key Activities and Future Plans

Key Activities

Consult / build and support coalition	
Jun 2018	Worked with Social Planning department at City of Red Deer to determine priority areas for CCE
ongoing	Attended WIC Network meetings and worked with the WIC Network to address and respond to issues of racism and hate incidents in the community
Collaborate	
Nov 2018	Facilitated a restorative justice circle with the trans community and hotel security/staff in response to discriminatory event at a drag show held at a hotel in Red Deer and developed a set of recommendations to ensure LGBTQ+ friendly, welcoming and inclusive space
Jan – Mar 2019	Worked with the municipality on Canada Winter Games
Mar 2019	Emceed a one day event to mark the International Day for the Elimination of Racial Discrimination and facilitated a workshop on privilege
Apr 2019	Participated in Peacebuilders of Central Alberta activities
Apr 2019	Collaborated with community organizations to support the CommUnity Power of One Event
Jun 2019	Participated in organization of National Indigenous Week; helped acquire space for powwow
Nov 2019	Participated in Trans Day of Remembrance
ongoing	Worked with and supported activities of the Safe Harbour Society
ongoing	Collaborated with the Local Immigration Partnership (LIP) to encourage employers to sign on to the Workplace Inclusion Charter
ongoing	Collaborated with the Red Deer Friendship Society and the Urban Aboriginal Voices Society (UAVS) on various activities and events
ongoing	Collaborated with the WIC Network to implement the WIC Action Plan and CCE's goals
Build capacity	
Sept 2018	Held a grant information session
Dec 2018	Developed a standardized, community led response process for incidents specifically for Red Deer
Educate	
Oct 2018	Delivered a presentation on social justice to Red Deer College social work students
Mar 2019	Participated in Not in Our Town training
Mar 2019	Delivered a presentation on Women in Leadership and activism to Red Deer College social work students
Advocate	
Jan 2019	Worked with WIC to develop a coordinated response to Yellow Vest protests and to advocate for government action; connected with provincial government representatives
Aug 2019	Conversion Therapy - researching what other municipalities are doing to report to city council

Future Plans

Proposal for CCE Funding

At the end of the first year of the CCE project, the Red Deer Coordinator left; a replacement was not found. The fiscal organization for CCE, the City of Red Deer, has received an extension to their contract and will continue CCE work over the next year.

At the September 2020 the Diversity and Inclusion Specialist for the City of Red Deer asked WIC participants for ideas on how the funding could be dispersed to the organizations that are actively engaged in equity work. Three organizations have come forward with community engagement plans: Local Immigration Partnership (LIP), Central Alberta Immigrant Women's Association (CAIWA), and UBUNTU - Mobilizing Central Alberta.

WIC Network Plans

- The initial program plans include a process of appreciative inquiry, stakeholder engagement, and strategic planning for WIC.
- Stories from our Community: Through conversations with community members, it has been identified that we need to have the history of discrimination, and celebration of diversity available to our community. The stories will be linked to locations in The City of Red Deer to develop a sense of place and anchor lived experiences to the spaces we occupy. This technological program will create an experiential tour of the city, which carries the participant through the full spectrum of realities, the sorrow and the joy.
- Website: As a culmination of the RADAR: Response to Hate Model project, website content will be developed to provide informative material, local connections, training guides, and training exercises. This content will be developed for a range of participant age categories and abilities. Community Conversations will continue through the WIC Network and this information will be available on the website.

LIP

- LIP has begun the process of creating a multimedia social marketing campaign addressing the issues of racism and discrimination towards people of colour. Social marketing campaigns borrow commercial marketing strategies for social engagement geared towards changing attitudes, and behaviours to benefit society. The anti-racism campaign aims to reduce racism and discrimination in Red Deer via positive messaging, celebration of diversity, and educational activities.

CAIWA

- CAIWA took the initiative along with other organizations in Red Deer and Central Alberta to address domestic violence focusing on immigrants, better ways to support clients, and to reduce systemic barriers. CAIWA partnered with Red Deer College to conduct 3

years of research into domestic violence in immigrant communities in Central Alberta. They now want to translate that information into a cultural competency program for agencies involved in responding to domestic violence within this population. Three main strategies were found, that will guide the committee's future actions: Policy/ Advocacy Work, Cultural Competency, Efficient Service Delivery. They will address community building and community education with the stakeholders that are already engaged in the project.

UBUNTU

- UBUNTU is helping build capacity for organizations and communities to create just, equitable, and inclusive environments through workshops, projects, and community building with a focus on Anti-Racism, Anti-Oppression, and Human Rights and inclusive to all - no matter one's race, culture, gender, age, ability, or class. Ubuntu is focusing their proposal on developing community engagement programs for youth, and women of colour. Ubuntu has created a platform for youth to amplify their voices and to be heard through working with community organizations/leaders to identify and meet the needs of the immigrant youth. We work as a bridge between the community and institutions such as AHS, school boards, municipalities and the RCMP to create dialogue, build relationships, and raise awareness on issues such as creating meeting places in Red Deer for the youth to "hang out" for sports, for activities, and just to talk. We support women of colour in the community on issues such as abuse and inequalities in employment, legal, and education systems through creating safe spaces for women to have these conversations and provide empowerment opportunities.

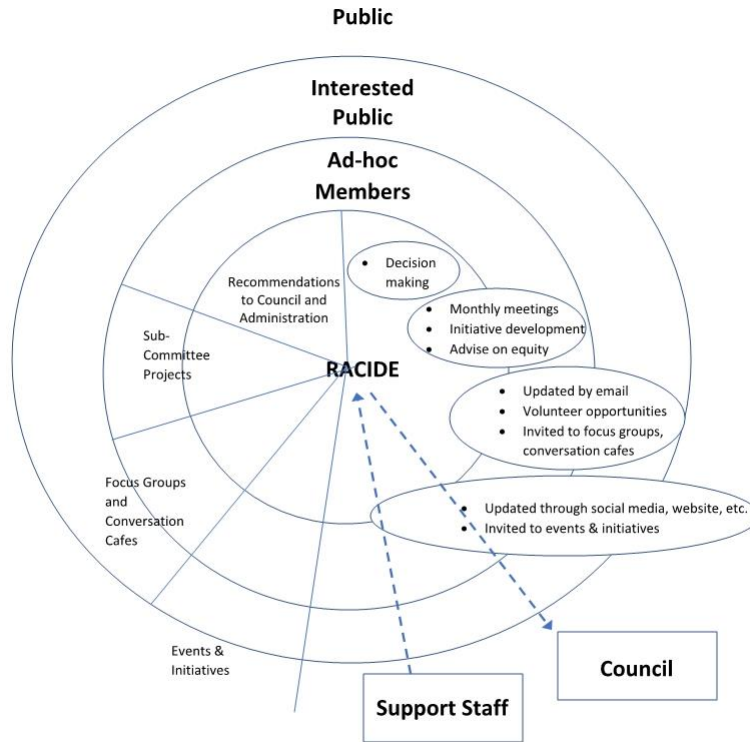
Although Red Deer experienced a delay in the progress of our CCE action plan, the WIC Network, and The City of Red Deer are dedicated to continuing efforts to create a more equitable, diverse and inclusive community. With the programs designed to re-establish WIC, we can begin to rebuild the Network in the years to come. The programs created by LIP, CAIWA and UBUNTU will address current issues, and develop sustainability and succession planning into the programs being developed. Given the current challenges of discrimination in Central Alberta, it is fortuitous that these programs will begin strengthening the communities understanding and commitment to equity.

APPENDIX 12. CCE Red Deer - Results of Evaluation Surveys

Restorative Justice Circle, Red Deer		Nov 7 2018		
Facilitator: Andrea				
8 responses				
	Strongly Agree	Agree	Disagree	Strongly Disagree
1. The Circle gave me an opportunity to share my perspectives and experiences on the incident at the Sheraton Hotel	6	2		
<ul style="list-style-type: none"> I appreciated the talking rock and using active listening I had opportunity; I felt that this was more of a learning opportunity 				
2. I felt comfortable sharing my experiences and perspectives about what happened the night of the Drag Show	3	5		
<ul style="list-style-type: none"> I was a little apprehensive to share things that may be seen as “offensive” or disagreeable but I in the end I communicated what I needed to. It was difficult at first, but got easier. While it’s hard to be accountable, this circle made it easy. I’m not really ever comfortable outing myself still, but I am glad the conversation happened. I didn’t but if I wanted to I could have. 				
3. I gained some new perspectives from other participants on how we can support each other when incidents occur	5	5		
4. The perspectives I heard will be helpful to me in exploring how policies and practices can be changed to meet the needs of the LGBTQ+ community	6	2		
5. The process that was used today for the Restorative Justice Circle was appropriate for the topic being discussed	8			
<ul style="list-style-type: none"> Everyone was heard without playing the blame game. 				
6. I would participate in similar events in the future	8			
7. The most valuable part of today’s session was:				
<ul style="list-style-type: none"> The fact that everyone got to speak if they wanted to and felt heard. Hearing everyone’s story. Hearing what everyone was taking away from this. 	<ul style="list-style-type: none"> The learning. I feel supported and hopeful for future events. Learning how we can move forward. Being heard! 			
8. Other comments:				
<ul style="list-style-type: none"> Thank You x 3 				

APPENDIX 13. CCE Wood Buffalo Coalition Model

RACIDE Organizational Model



APPENDIX 14. CCE Wood Buffalo Key Activities

Consult / build and support coalition	
Jun 2018	Identified and recruited ad-hoc RACIDE members to form the CCE coalition and developed an organizational model to depict the new structure
Jun 2018	Met with community organizations to inform them of the CCE initiative and to establish relationships and partnerships
Sept 2019	Human Rights Complaint Process Training
ongoing	Engage the coalition in awareness campaigns and conversation cafes
Collaborate	
Nov 2019	Participated in Day of Tolerance event
Build capacity	
Sept 2018	Presented a session on CCE and available grants; promoted federal, provincial and local grants that promote equity
Sept 2018	Worked with graphic designer to develop a brochure on regional equity work
Oct 2019	Design of human centred design training for CCE team
Educate	
Sept 2018	Conversation Café: Pride is a Riot (Literally) – A Community Conversation
Sept 2018	Conversation Café: Racism, Discrimination and Hate
Sept 2018	Conversation Café: Embracing the Disability – A Community Conversation
Sept 2018	Human Rights Complaint Process Training for Immigrant Advisory Table (IAT)
Sept 2018 – Mar 2019	Design and planning of I see You: Sawubona Art Exhibit
Nov 2018	Organized and presented a session on diversity and inclusion for Leadership Wood Buffalo
Feb 2019 – ongoing	Implementation of the I see You: Sawubona Art Exhibit, viewed by approximately 3000 people at different locations
Mar 2019	Organized and hosted Not In My Town training
Jun 2019	Conversation Café: Addressing the Elephant in the Room – Religious Discrimination
Sept 2019	Conversation Café: Embracing the Disability – A Community Conversation
Sept 2019	Ant-discrimination Response Training (A.R.T.) for CCE team and community organizations
Dec 2019	Presented a session on human rights for seniors at the Human Rights Conference Day hosted by the Multicultural Association
Dec 2019	Organized human rights training for the Newcomer Interagency Network (NIN)
Jan 2020	Unconscious Bias training for community organizations
Feb 2020	'Hate Hurts' ⁹ presentation at Composite Highschool
Feb 2020	'Hate Hurts' Train the Trainer workshop
Feb 2020	'Hate Hurts' presentation at Holy Trinity Catholic High School
Feb 2020	'Hate Hurts' presentation for allies and teachers
Develop response model	

⁹ Hate Hurts is a diversity and hate/bias education program for junior and senior high school students developed by the Calgary Police Service.

Oct 2018	Began work on the response model with Calgary Coordinator
Mar 2019	Completed response model charter
Jul 2019	Collected feedback for response model through conversation cafes in the community
Aug – Sept 2019	Designed human centred design training for CCE team
Sept 2019	Social Design Lab: Community Response Model for Hate Incidents
Oct 2019 – Mar 2020	Development of materials for response model
Oct 2019 – Mar 2020	Coordinated and developed various components of the response model
Mar 2020	Planned and facilitated a meeting with stakeholders to present the first draft of the response model

APPENDIX 15. CCE Wood Buffalo - Results of Evaluation Surveys

Pride is a Riot (Literally): A Community Conversation				Aug 20 2018
13 responses				
	Strongly Agree	Agree	Disagree	Strongly Disagree
1. The Conversation Café gave me an opportunity to share my perspectives on the topics of racism, discrimination and hate with other participants	10	3		
2. I felt comfortable sharing my perspectives on the topics of racism, discrimination and hate	10	3		
<ul style="list-style-type: none"> Yes I think that if people came to this that aren't versed on "proper" language and terms would not feel welcome or comfortable sharing. (If a 'non-convert' came to learn...) 				
3. I gained some new perspectives from other participants on the topics of racism, discrimination, and hate	11	2		
4. The perspectives I heard will be helpful to me in my work (respond if applicable)	10	3		
5. The process used in the Conversation Café was appropriate for the topic being discussed	8	5		
6. I would attend future Conversation Cafés	10	3		
Suggestions for topics for future Conversation Cafés: <ul style="list-style-type: none"> We talked a lot about the importance of education. But what does that specifically look like? Harm reduction Misc. Comments: <ul style="list-style-type: none"> Such a great opportunity- thank you! Thank you! (x2) 				

Anti-racism Grant Presentation				Sept 2018
8 responses				
	Strongly Agree	Agree	Disagree	Strongly Disagree
1. As a result of attending this presentation, I am more knowledgeable about the Anti-Racism Community Grant Program	4	4		
2. I am more knowledgeable about the types of projects that would be a good fit for this grant	3	6		
3. I am aware of where I can obtain more information about the grant	2	6		
4. I feel more confident about applying for the grant	3	5		
5. What aspects of today's presentation were most useful to you? <ul style="list-style-type: none"> All presentations were educative and useful! The detailed explanation of the Anti Racism grant Requirements to apply; Priorities Information I can pass to other groups 				

6. What suggestions do you have for future presentations?
<ul style="list-style-type: none"> • None as yet • Can I have a copy of the presentation?

Presentation by Alberta Human Rights Commission					Sept 18 2019
16 responses					
	Not so much				Totally!
	1	2	3	4	5
1. The workshop topic was relevant to me professionally			2	10	4
2. The workshop was informative			2	7	7
3. I am likely to apply the material I learned at the workshop in my organization			2	8	5
				yes	no
4. Was the length of time suitable for the material covered in this workshop? (please check)				15	
5. Please tell us how you plan to apply what you have learned in this workshop:					
• Supporting complaints					
• Refer families to some of the organizations					
• Encouraging agencies to call human rights commission for competing rights					
• Share what I have learned with my staff to build awareness					
• Will further research websites given and relay to our clerk					
• Will integrate awareness into recruitment practices, training, etc.					
• Help apply through complaint process					
• Talk with my board of directors and work team					
• With clients and staff					
• Will pass along this info to parents if they have questions					
6. Are there other topics that you are interested in learning about?					
• Target marketing					

Racism, Discrimination and Hate Conversation Café					Sept 20 2018
21 responses: 19 hard copy and 2 online					
	Strongly Agree	Agree	Disagree	Strongly Disagree	
1. The Conversation Café gave me an opportunity to share my perspectives on the topics of racism, discrimination and hate with other participants	18	3			
<ul style="list-style-type: none"> • Diversity of experience, background and cultures • I very diverse and we have all gone through different experiences 					
2. I felt comfortable sharing my perspectives on the topics of racism, discrimination and hate	17	4			
<ul style="list-style-type: none"> • Small groups made it easier to share experiences 					

3. I gained some new perspectives from other participants on the topics of racism, discrimination, and hate	18	2	1	
<ul style="list-style-type: none"> • It was great to see things from a different perspective • Yes! I did not know that French is sometimes not given the same recognition as English, 				
4. The perspectives I heard will be helpful to me in my work (respond if applicable)	17	3		
5. The process used in the Conversation Café was appropriate for the topic being discussed	16	5		
<ul style="list-style-type: none"> • The procedure allowed to alternate opinions and be committed to the goal • Time management issues • Very engaging. • Powerful topics. Wide reaching too. Could use more time or possibly narrow the topics. Felt a bit rushed for how much could be talked about. 				
6. I would attend future Conversation Cafés	19	2		
<p>Suggestions for topics for future Conversation Cafés:</p> <ul style="list-style-type: none"> • Great initiative and program. Looking forward to more in the future. • Assessing the racism and discrimination with the community. • Traditional land acknowledgment at beginning • Great space/great energy! • More time!!! :) • N/A 				

Diversity and Inclusion Presentation - Leadership Wood Buffalo				Nov 16 2018
3 responses				
	Strongly Agree	Agree	Disagree	Strongly Disagree
1. As a result of attending this presentation, I am more knowledgeable about the topics that were presented	2	1		
2. The knowledge I gained will be useful to me in my work	3			
3. I will be able to apply this knowledge to my work	3			
4. I am more knowledgeable about the types initiatives and work that is being done in the community to reach higher levels of equity	1	2		
5. I understand the relevance of this topic to my role as a leader in the community and my work on the Leadership Wood Buffalo Program	3			
6. I feel more confident about talking about privilege	2	1		
7. As a result of attending this presentation, I am more aware of my own unconscious biases.	2	1		
8. What aspects of today's presentation were most useful to you?				
<ul style="list-style-type: none"> • The interaction of the group and examples in presentation as well as the expertise shared by two presenting ladies 				

<ul style="list-style-type: none"> I took a lot from the conversation about unconscious biases. I found useful the “imagination exercise” with people on a bus to make evident our unconscious biases. 				
	Excellent	Good	Room for improvement	Comments
9. Opportunities to interact with and share perspectives with other participants	3			
10. Time allocated for the workshop	2	1		This is an excellent topic and we will need more time to discuss it.
11. Facilitator’s presentation style	2	1		
12. Facilitator’s expertise	2	1		

Immigrant Advisory Table (IAT) Focus Group about racism					Jul 8 2019
5 responses					
	Strongly Agree	Agree	Disagree	Strongly Disagree	
1. The focus group gave me an opportunity to share perspectives on the topics of racism, discrimination, and hate with other participants	4	1			
2. I felt comfortable sharing my perspectives on the topics of racism, discrimination, and hate	4	1			
3. I gained some new perspectives from other participants on the topics of racism, discrimination, and hate	3	2			
4. The perspectives I heard will be helpful to me in my work	3	1			
5. The process used in the Conversation Café was appropriate for the topic being discussed	4	1			
<ul style="list-style-type: none"> Great to learn that I am not alone. Good to learn that something is being done to address issues of racism and discrimination in our city and to have a central place where acts of hate and discrimination can be reported 					

Seniors Focus Group on Ageism					Aug 27 2019
7 responses					
	Strongly Agree	Agree	Disagree	Strongly Disagree	
1. The focus group gave me an opportunity to share perspectives on the topics of discrimination with other participants	5	5			
<ul style="list-style-type: none"> Enjoyed answers to questions 					
2. I felt comfortable sharing my perspectives on the topics of racism, discrimination and hate	5	5			

• Information interesting				
3. I gained some new perspectives from other participants on the topics of discrimination	5	5		
• Helped to understand that I am not alone				
4. The perspectives I heard will be helpful to me in my work (if applicable)	3	1		
5. The process used in the focus group was appropriate for the topic being discussed	5	2		
6. I would attend future focus groups	5	2		
• Interesting group great discussions, great sessions, very informative				

Religious Discrimination Conversation Café				
15 responses				
	Strongly Disagree	Disagree	Agree	Strongly Agree
1. The Conversation Café gave me an opportunity to share my perspectives on the topics of racism, discrimination and hate with other participants			1	14
2. I feel more comfortable sharing my perspectives on the topics of racism, discrimination and hate			5	10
3. I have met/ reconnected with/ formed new relationships with people from this group			7	8
4. I gained some new perspectives from other participants on the topics of racism, discrimination and hate			4	11
5. The perspectives I heard will be helpful to me in my work (respond if applicable)			7	8
6. The process used in the Conversation Café was appropriate for the topic being discussed			4	11
7. I would attend future Conversation Cafes			3	12
<ul style="list-style-type: none"> • Suggestions for topics for future Conversation Cafes: • Green city- YMM, Volunteering, foundational value of our society How to reach camp population/ single men. 				
<ul style="list-style-type: none"> • Overall enjoyable night, having a moderator at each table was smart, and proactive. Keeping us on topic and de-escalating some times. 				

Embracing the Disability: A Community Conversation				Sept 12 2019
21 responses				
	Strongly Agree	Agree	Disagree	Strongly Disagree

1. The Conversation Café gave me an opportunity to share perspectives on the topics of racism, discrimination, and hate with other participants	16	5		
<ul style="list-style-type: none"> • Not judged • Supportive environment • We need more education/information about social issues o live more resourcefully 				
2. I felt comfortable sharing my perspectives on the topics of racism, discrimination, and hate	15	5	1	
<ul style="list-style-type: none"> • Idea sharing build strengths on numbers • We do experience these prejudices differently, hence very hard to have a collective voice 				
3. I gained some new perspectives from other participants on the topics of racism, discrimination, and hate	17	3	1	
<ul style="list-style-type: none"> • It was helpful to hear other points of view from other social profit sectors • I really liked meeting people from other organizations that could contribute to my toolbox • It was nice to learn from people who have strongly experienced or still experiencing prejudice 				
4. The perspectives I heard will be helpful to me in my work	13	5	2	
<ul style="list-style-type: none"> • Reminds me of why we do the work we do 				
5. The process used in the Conversation Café was appropriate for the topic being discussed	14	6	1	
<ul style="list-style-type: none"> • Yes but starter question would have made things easier • Questions should be precise, shorter • It was a good starting point for an important topic 				
6. I would attend future Conversation Cafés	18	3		
7. Suggestions for future topics				
<ul style="list-style-type: none"> • Supporting person through referral processes that are effective and do not re-traumatize • Great job • Very good event, great 				

Anti Discrimination Response Training (A.R.T)		Sept 2019		
7 responses				
1. In what ways has this workshop experience been useful to you?				
<ul style="list-style-type: none"> • In providing useful and practical tools to move from awareness to action • Has taught me many effective ways to deal with situation regarding discrimination • Useful scripts to practice and implement; good discussion about using different methods • Taught me stronger skills in responding to witnessed discrimination • Liked solutions for helping participants engage; liked training session for how to introduce program; • Learning new response model for online witnessing • Working with like minded people; gaining practical ready to use tools to make the world a better place 				
2. What did you like about the workshop?				
<ul style="list-style-type: none"> • The second day was very useful. The theoretical work was useful. • The activities and presentations and general learning involved 				

<ul style="list-style-type: none"> • Activity/practicing • Lots of role play on day2; I was more confident the more practice I received • Like relaxed interactive atmosphere
3. What did you not like about the workshop?
<ul style="list-style-type: none"> • Some of the terminology and terms were outdated and should be updated as they could be offensive. • Outdated terminology and videos; need to remove slurs from materials • Please remove the explicit slurs, particularly materials about neurodiverse (mental disabilities) people; Please provide resources for people feeling unsafe/re-traumatized in our discussions
4. Additional comments
<ul style="list-style-type: none"> • Thank you so much for teaching us • Thank you for sharing your expertise. Thanks to the hosts for making the session possible.

Unconscious Bias Training					Jan 31 2020
27 responses					
	Strongly Agree	Agree	Disagree	Strongly Disagree	
1. The training gave me an opportunity to be aware about my own biases.	13	13	1		
<ul style="list-style-type: none"> • Difficult to cover in 3 hours • Would have been nice to have been exposed to different types of tools to identify where our personal biases may be and ways to improve our consciousness around them • Affinity bias; I do this all the time; unaware that I am biased 					
2. I am more aware of how unconscious bias can manifest in the workplace.	18	8			
<ul style="list-style-type: none"> • Through hiring practices – vs qualified vs affirmative action • This was a big learning for me 					
3. I feel more equipped to improve the behaviours that are the result of individual biases	13	14			
<ul style="list-style-type: none"> • You've given us some good ideas/points to incorporate into our training program • Speak rationally, not emotionally; speak out, not be a bystander, I'm guilty 					
4. I have gained valuable knowledge to make my workplace more inclusive	15	12			
<ul style="list-style-type: none"> • I was hoping to get mor info on how to make workplaces more inclusive • Apologize • Intercultural understanding, clear expectations • Absolutely 					
5. The visual aid materials were effective and appropriate for the topic being discussed	12	10	1		
<ul style="list-style-type: none"> • Not clear (projector) • The room is less than advantageous; loved some of the supportive videos • Love the president picture • Visual aids-no; facilitator-yes • Needs improvement • Not clear; ppt wasn't visible x 2 					

6. I would attend future trainings organized by RACIDE/CCE	17	10		
7. Suggestions for future training				
<ul style="list-style-type: none"> • None but thanks you for the safe space and interactive training • Presenter was awesome • Would love this as a full day to dive deeper • Maybe implement Implicit Association test and information on unconscious bias training such as “counterstereotype”, “perspective taking”, “meditation” to improve biases from a psychological perspective. Look up unconscious bias training on wikipedia-outlines it well • Time, materials and presentation were good; I would suggest more time • More insights into inclusivity and equity, especially in this region; thank you Sara-Jane, you rock, and you have a pleasant voice and approach • Disability and ableism; understanding privilege 				

Hate Hurts Workshop					Feb 4 2020
18 responses					
	Strongly Agree	Agree	Disagree	Strongly Disagree	
1. I have a better understand of how discrimination impacts the community and the life of those targeted with hate	13	3		1	
2. I know why it is important to report hate incidents and crimes	12	5		1	
3. I feel more equipped to speak up when incidents of discrimination and hate incidents take place	12	4	1	1	
4. I feel more empowered to actively address discrimination in my school and community	10	7		1	
5. The visual aid materials were effective and appropriate for the topic being discussed	14	3		1	
6. I would attend future trainings organized by RACIDE/CCE	6	7	3	1	

Hate Hurts, Train the Trainer Workshop					Feb 5 2020
5 responses					
	Strongly Agree	Agree	Disagree	Strongly Disagree	
1. I have a better understand of how discrimination impacts the community and the life of those targeted with hate	3	2			
2. I know why it is important to report hate incidents and crimes	5				
3. I feel more equipped to speak up when incidents of discrimination and hate incidents take place	4	1			
4. I feel more empowered to actively address discrimination in my school and community	4	1			

5. The visual aid materials were effective and appropriate for the topic being discussed	4	2		
6. I would attend future trainings organized by RACIDE/CCE	4	2		
7. Suggestions for future training				
• Bring in more community partners other than schools				