

CANADIAN RACE RELATIONS FOUNDATION

2020 – 2023 Strategic Plan and Directions

April 18, 2020

ORGANIZATIONAL OVERVIEW

Formation of the Organization

The Canadian Race Relations Foundation (“*Foundation*”) was created by the Government of Canada (“*Government*”) as a Crown Corporation in 1996, as part of the Japanese Canadian Redress Agreement, to reaffirm the principles of justice and equality for all in Canada. As a signatory to the International Convention on the Elimination of All Forms of Racial Discrimination, Canada has resolved to adopt all necessary measures for speedily eliminating racial discrimination in all its forms and manifestations. Furthermore, the *Canadian Charter of Rights and Freedoms* provides that every individual is equal before and under the law and has the right to the equal benefit of the law without discrimination. In addition, the *Canadian Multiculturalism Act* provides that it is the policy of the Government of Canada to promote the full and equitable participation of individuals and communities of all origins in the continuing evolution and shaping of all aspects of Canadian society, and to assist them in the elimination of any barriers to such participation.

Moreover, the Government, in concluding the Japanese Canadian Redress Agreement, has condemned the excesses of the past. The *Canadian Race Relations Foundation Act* (“*Act*”) was given Royal Assent on February 1, 1991 and proclaimed by the Government on October 28, 1996. The Foundation opened its doors in November 1997.

Profile

At the time of proclamation, the Foundation seeded with an endowment of \$24 million from the Government of Canada. Half of the endowment (\$12 million) was provided on behalf of Japanese Canadians in commemoration of injustices suffered by Japanese Canadians during and after World War II. The Foundation operates on income derived from investments of the endowment.

Consistent with the *Canadian Race Relations Foundation Act*, the Foundation:

- Is managed by a Board of Directors consisting of a Chairperson and up to 11 Directors from across Canada, each appointed for a term of up to four years.
- Has a full-time Executive Director who has supervision over and directs the work and staff of the Foundation and serves as an ex-officio non-voting Board member.
- Has all the Board members and the Executive Director, appointed by the Governor-in-Council.

The Foundation operates at arm’s length from the Government, and its employees are not part of the Federal Public Service. The Foundation has registered charitable status. The Foundation’s office is located in the City of Toronto, as specified in the Act, but its activities are national in scope.

Mandate

The mandate of the Foundation is to facilitate throughout Canada the development, sharing and application of knowledge and expertise in order to contribute to the elimination of racism and all forms of racial discrimination in Canadian society by:

- a) Undertaking research, and collecting data and developing a national information repository to further the understanding of the nature of racism and racial discrimination, and to assist business, labour, voluntary, community and other organizations as well as public institutions, governments, researchers and the general public in eliminating racism and racial discrimination;
- b) Acting as a clearing-house, providing information about race relations resources and establishing links with public, private and educational institutions and libraries;

- c) Facilitating consultation, and the exchange of information, relating to race relations policies, programs and research;
- d) Promoting effective race relations training and assisting in the development of professional standards;
- e) Increasing public awareness of the importance of eliminating racism and racial discrimination;
- f) Collaborating with business, labour, voluntary, community and other organizations, as well as public institutions and all levels of government, in instituting and supporting programs and activities;
and
- g) Supporting and promoting the development of effective policies and programs for the elimination of racism and racial discrimination*.

*Excerpts from section 4 of the *Canadian Race Relations Foundation Act*, 1991.

STRATEGIC DIRECTION

In 2019, the Foundation mindfully engaged in stakeholder consultation sessions across Canada to gauge the current state of anti-racism issues and opportunities, and to analyze collected insights in order to develop a new strategic direction that will guide the Foundation's activities in the new 2020-2023 Strategic Plan. The consultation confirmed the need for the Foundation to reset its strategic direction to better respond to the current realities and pressing needs of organizations, public institutions and leaders who are working on anti-racism issues.

The consultation and ensuing Board conversations resulted in revised statements for the Foundation's vision, mission and values. Three (3) new strategic directions were also identified as focus areas for the 2020-2023 Strategic Plan, including the Foundation's priorities for the 2020-2021 fiscal year.

Vision

Creating a Canada in which individual, institutional and systemic racism are eliminated.

Mission

The Canadian Race Relations Foundation is committed to building a national framework for the fight against racism in Canadian society. We will do this through knowledge-sharing and community support in the pursuit of equity, fairness, social justice and systemic change.

Values

Acknowledging Canada's racist past and recognizing the pervasiveness of racism today, we aim to be a leading voice in eliminating racism. The Canadian Race Relations Foundation's work is guided by a commitment to:

- **Collaboration**, recognizing that the fight against racism requires working together.
- **Fairness and Justice**, with an awareness that anti-racism work requires the courage to uncover and address injustices.
- **Humility**, staying grounded, listening and amplifying community voices, and knowing our limitations.
- **Human Rights**, recognizing the ways in which human rights protections are an important tool for anti-racism.
- **Respect**, as a key principle for how we engage with individuals, groups, organizations and institutions.
- **Transparency**, ensuring that we stay accountable to the communities we engage with.

Strategic Directions

1. **Be an Enabler** – CRRF is a valued resources and recognized leader to support or lead efforts and initiatives with community groups and organizations in the development, sharing and application of knowledge and expertise in order to contribute to the elimination of racism and all forms of racial discrimination in Canadian society.

Mandate reference: a, b, c, f & g

2. **Be a Convener** – CRRF is positioned as an effective national entity with meaningful relations and a strategic network of partners from government/public institutions, to academia, research institutions to community organizations to carry out its mandates and create opportunities for leaders, groups and organizations to connect and build synergies.

3. Mandate reference: a, c & g. **Strengthen the CRRF** – In order to enhance organizational sustainability, effectively operationalize the 2020-2023 strategic plan and position CRRF to the evolving leadership role in the elimination of racism in Canada. Mandate reference: a through g

In 2020-2021 of the Foundation's Strategic Plan, we will focus on strategic direction three: **strengthening the organization** in the following areas In order to enhance organizational sustainability, effectively operationalize the 2020-2023 strategic plan and position CRRF to the evolving leadership role in the elimination of racism in Canada.

1. Capacity-building of staff and the board of directors to ensure the organization is well-equipped for new strategic directions. Specific areas of capacity-building include evaluation, public policy, and community development.
2. Development of the underpinnings to support meaningful partnerships with leaders, groups and organizations, as well as government (e.g. Ministry of Diversity and Inclusion; Anti-Racism Secretariat) and other Crown Corporations. Specific areas of partnership development include updating internal policies and processes, setting priorities and reaching out to government partners.
3. Upgraded website and social media presence to increase Foundation's national presence and engagement. Priorities include accessibility, establishing social media metrics/targets and modernizing the Clearinghouse.
4. Good governance processes to ensure a well-functioning Board of Directors. Priorities include governance policies, committee work, and Board evaluation.

We will focus on strategic direction two: **be a convener** in the following areas;

1. Building a national framework through events held in various regions of the country, that seek to build connections between and amongst leaders, groups, organizations and government to further anti-racism efforts.
2. Examine the feasibility of regional Advisory Committee, Champions or other structures to support CRRF having a national presence.
3. Initiating and maintaining meaningful partnerships with groups and organizations (including youth groups and grassroots groups) with a goal of building bridges.

Position CRRF to be an effective national entity with meaningful relations and a strategic network of partners from government/public institutions, to academia, research institutions to community organizations to carry out its mandates (and create opportunities for leaders, groups and organizations to connect and build synergies):

- a. Undertaking research, and collecting data and developing a national repository to further the understanding of the nature of racism and racial discrimination, and to assist business, labour, voluntary, community and other organizations as well as public institutions, governments, researchers and the general public in eliminating racism and racial discrimination
- b. Facilitating consultation, and the exchange of information, relating to race relations policies, programs and research;
- c. Supporting and promoting the development of effective policies and programs for the elimination of racism and racial discrimination.

We will focus on strategic direction one: **be an enabler** in the following areas;

1. Expanding CRRF's networks to include leaders, groups and organizations that have not previously been engaged by the organization. The expansion of networks is facilitated through:
 - a. An updated, user-friendly, public database of leaders, groups and organizations engaged in anti-racism work across Canada; and
 - b. Seeking out new partnership and sponsorship opportunities, especially to support local anti-racism efforts.
2. Providing easy access to resources, policy analyses, tools, reports and strategies to leaders, groups and organizations involved in anti-racism efforts, with resources being made available in accessible formats.
3. Having a research agenda that is informed by needs and perspectives of leaders, groups and organizations involved in anti- racism efforts.

CRRF is a valued resource and recognized leader to support or lead efforts and initiatives in the development, sharing and application of knowledge and expertise i order to contribute to the elimination of racism and all forms of racial discrimination in Canadian society by:

- a. Undertaking research, and collecting data and developing a national information repository to further the understanding of the nature of racism and racial discrimination, and to assist business, labour, voluntary, community and other organizations as well as public institutions, governments, researchers and the general public in eliminating racism and racism discrimination;
- b. Acting as a clearing-house, providing information about race relations resources and establishing links with public, private and educational institutions and libraries; Facilitating consultation, and the exchange of information, relating to race relations policies, programs and research;
- c. Collaborating with business, labour, voluntary, community and other organizations, as well as public institutions and all levels of government, in instituting and supporting programs and activities; and
- d. Supporting and promoting the development of effective policies and programs for the elimination of racism and racial discrimination.

Key Outcomes

As a result of this new focus, it is our intention that the following key outcomes will be achieved:

- The Foundation is well-positioned to be an effective national entity with meaningful relations and a strategic network of partners to carry out its mandate and programs with increased and measurable impacts.
- The Foundation will have increased its relevance and responsiveness as a Crown Corporation.
- The Foundation is a leader and valued partner in the elimination of racism in Canada with the required capacity and resources.