

Template to develop **Anti-Racism Action Plan**

May 2025



Table of Contents

LAND ACKNOWLEDGEMENT	3
KEY TERMS	4
INTRODUCTION TO THE ANTI-RACISM ACTION PLAN TEMPLATE	6
Background	6
Disclaimer	7
How To Use This Template	8
IRCC Guidance	8
DEVELOPING YOUR ANTI-RACISM ACTION PLAN	9
Areas for Anti-racism Focus	9
Step by step to developing an Anti-racism Action Plan	10
Examples.....	13
Example 1 - Establishing & improving long-term anti-racist outcomes within organization	14
Example 2 - Establishing & improving relationships with and awareness of First Nations, Metis, and Inuit peoples	20
Example 3 - Improving SPO Approaches to Anti-Racist Actions	22
CLOSING	25
Appendix A	26
Appendix B	27
Appendix C	28
Appendix D	29
Appendix E.....	30

LAND ACKNOWLEDGEMENT

As a provincial umbrella association, AMSSA acknowledges that B.C. is on the unceded homelands of First Nations who have stewarded this land since time immemorial. We recognize the privilege that we have as settlers on this land and acknowledge that AMSSA's operations is on the unceded traditional territories of the xʷməθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlilwətaʔ/Selilwitulh (Tsleil-Waututh) Nations. As an organization, AMSSA is committed to creating a safe space for indigenous voices.

This work is taking place on unceded First Nations territories. Much of the First Nations territory in BC is 'unceded' meaning that it was never legally ceded or given up to the crown. The settlement sector is called to actively address the Truth and Reconciliation Call to Action Recommendation 93:

We call upon the federal government, in collaboration with the national Aboriginal organizations, to revise the information kit for newcomers to Canada and its citizenship test to reflect a more inclusive history of the diverse Aboriginal peoples of Canada, including information about the Treaties and the history of residential schools.

In Yukon, we respectfully acknowledge the traditional territories of the 14 Yukon First Nations, each with its own distinct culture, governance, and traditions. Eleven of these Nations are self-governing, and their leadership in governance, cultural resurgence, and community development is vital to any equity and anti-racism work undertaken in the territory.

We recognize the ongoing presence and stewardship of these Nations and remain committed to learning from and alongside them. This template was created with humility, acknowledging that anti-racism and decolonization efforts must be grounded in the specific histories, lived realities, and leadership of Indigenous Peoples in each region.

We welcome feedback from Yukon community members as we continue to strengthen this resource in meaningful and respectful ways.

KEY TERMS

Before diving into this work, it is important to first define a few key terms that are used throughout this template and set the context of how they are being used. Defining these concepts is an important step towards developing a shared understanding of this work that focuses on anti-racism. These key concepts are only a starting point to begin developing an understanding and reference point for the ways in which systemic, institutional, and interpersonal discrimination and racism play out.

Race is a social construct and racism is the belief in the superiority of one's "race" over others. Racism in Canada has taken many forms.¹ Race is not biological or scientific, yet the way racism operates affects people's lives in very real and compounding ways.²

Anti-Indigenous racism is the ongoing colonial and race-based discrimination, negative stereotyping, and injustice experienced by Indigenous peoples. Anti-Indigenous racism within a Canadian context includes discriminatory government laws like the Indian Act and the residential school system. Anti-Indigenous racism in Canada is well-documented in the Truth and Reconciliation Calls to Action, Missing and Murdered Indigenous Women and Girls Calls to Justice, and more.³

Anti-racism is the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably.⁴

Indigenous Cultural Safety refers to committing to reconciliation and learning, and providing the best care informed by the history and culture of Indigenous peoples.⁵

¹ 2019, Kendi, Ibram, X.; How to Be an Antiracist.

² 2021, Mooten, Naline; Racism, Discrimination and Migrant Workers in Canada: Evidence from the Literature. Government of Canada.

³ n.d., Lobbie, Samantha; Reading, Charlotte; de Leewu, Sarah; Indigenous Experiences with Racism and Its Impacts. National Collaboration Centre for Indigenous Health.

⁴ Government of Canada (2023). *Anti-racism lexicon*. <https://www.canada.ca/en/departement-national-defence/services/systemic-racism-discrimination/anti-racism-toolkit/anti-racism-lexicon.html>

⁵ Vancouver Coastal Health (2025). Indigenous Cultural Safety. <https://www.vch.ca/en/about-us/our-vision/indigenous-cultural-safety>

Intersectionality requires that we consider the complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups.⁶

Institutional racism consists of patterns of behaviour, policies or practices that are part of the social or administrative structures of an organization, and which create or perpetuate a position of relative disadvantage for racialized persons. These appear neutral on the surface but, nevertheless, have an exclusionary impact on racialized persons.⁷

SPOs refers to Service Providing Organizations. Within the context of this template, these are organizations specific to the settlement and integration sector.

⁶ Crenshaw, Kimberlé on Intersectionality, More than Two Decades Later. <https://www.law.columbia.edu/news/archive/kimberle-crenshaw-intersectionality-more-two-decades-later#:~:text=Crenshaw%3A%20Intersectionality%20is%20a%20lens,where%20it%20interlocks%20and%20intersects>.

⁷ Government of Canada (2023). *Anti-racism lexicon*. <https://www.canada.ca/en/departement-national-defence/services/systemic-racism-discrimination/anti-racism-toolkit/anti-racism-lexicon.html>

INTRODUCTION TO THE ANTI-RACISM ACTION PLAN TEMPLATE

Background

This Anti-Racism Action Template is informed by the contributions, knowledge, and experience of BC SPOs through working groups and a sector-wide scan on anti-racism. As highlighted in the 2023 Summary Report, SPOs noted the need for support of newcomers facing racist incidents, sectoral representation in making institutional changes, and resource sharing, community-based research and data-tracking of racist incidents. High priority actions include the establishing of foundational anti-racist education and training, capacity-building with other levels of government and existing anti-racist work and addressing anti-Indigenous racism. To this end, AMSSA established two Working Groups on Anti-Racism (WoGAR) to focus in on capacity-building with existing anti-racist work in the BC settlement sector. Developed in collaboration with IRCC, these working groups, one composed of frontline staff and the other of senior leaders or decision-makers, helped form a baseline for anti-racist actions within the settlement sector in BC.

We would also like to acknowledge that although this template is aimed at SPOs in the BC and Yukon region, as the majority of knowledge that informs its development came from work undertaken in the previous year, Yukon-based settlement organizations were not a part of the consultative process. We welcome feedback from Yukon community members as we continue to strengthen this resource in meaningful and respectful ways and look forward to finding ways in which to strengthen collaboration between BC and the Yukon.

Within the current landscape, settlement providers are finding themselves facing increasingly high demand, having to meet the compounding needs of clients while being under resourced and having very limited capacity. Despite this challenging context, settlement providing organizations are capable and committed to meeting the needs of newcomer clients and building on the important work on anti-racism that is already underway.

Many settlement organizations are already undertaking anti-racism work despite the lack of dedicated resourcing, pervasive nature of systemic and ongoing racism within and outside the sector, and the daily impacts of racism on the sector including staff and clients. Continued racism within a wide range of public and private services persist and work against efforts for anti-racism in the settlement sector. Settlement serving organizations throughout BC have identified several areas for anti-racist action ranging from systemic and institutional to interpersonal. Reflecting the broader context, settlement serving organizations are on the front-line of supporting newcomers to Canada in their settlement and integration journey that is inextricably linked to experiences of systemic, institutional and interpersonal racism in immigration, transportation, housing, employment, education, and more.

This Anti-Racism Action Plan Template has been developed as a practical and reflective tool to help organizations embed anti-racist practices within their structures, policies, and day-to-day operations. It is intended to guide thoughtful planning, support accountability, and promote measurable action toward racial equity across sectors.

In addition to being a planning resource, this template serves as an accountability mechanism, encouraging organizations to be transparent about the work they are doing, or intend to do, to create more equitable workplaces. By identifying key focus areas and actionable steps, the template supports ongoing evaluation of impact and outcomes.

This template was developed in collaboration with members of our Anti-Racism Working Groups. Their lived experiences, expertise, and feedback have informed its content and structure. Through iterative consultations, we've aimed to ensure that the tool reflects sector-specific challenges and opportunities and is both relevant and actionable.

The BCY settlement sector is composed of a wide range of organizations that can vary greatly in size, composition, placement, client reach, client support, funding, and more, and depending on various factors, organizations with limited capacity may face unique challenges. For example, smaller and rural centres have shared that it is more difficult for newcomers to find community and/or religious centres specific to their cultural background, which can further contribute to feelings of isolation. Therefore, racism and the respective capacities of settlement organizations to respond in the short and/or long term varies based on context. This template is structured to support organizations at any stage of their anti-racism journey—whether just starting or building on existing efforts.

Importantly, this template is not intended to be a rigid or “copy-and-paste” solution. Rather, it is offered at your discretion to use in the way that best fits your context. You are welcome to adapt, modify, or use only those sections that resonate most with your organization. We invite you to engage with it as a living document—one that evolves alongside your commitments, learning, and actions.

Disclaimer

Please note that AMSSA is not mandating that organizations in the BCY settlement sector utilize this template when developing their own Anti-racism Action Plan. Rather, understanding that all IRCC funded service providers are being asked to develop an Anti-racism Action Plan within the first 6 months of their 2025-26 agreement start date, AMSSA in their role as an umbrella has developed this template to support this process. Organizations are welcome to use as much or as little, even none, of the template based on their own unique needs.

We would also like to acknowledge that although this template is aimed at SPOs in the BC and Yukon region, it was not developed in consultation with Yukon-based settlement organizations. As we move forward with anti-racism activities this year, it is an area for future development, and we look forward to finding ways in which to strengthen collaboration between BC and the Yukon.

How To Use This Template

This template is designed to support SPOs in their development of an Anti-Racist Action Plan that suits the capacity and needs of their organization, staff, and clients. The contents of this template are informed by Anti-Racist Working Group members which consist of front-line staff and managers/leaders from various organizations across BC.

This template is not meant to be exhaustive, it is offered as a place to start thinking about and developing specific and impact-focused Anti-Racist Actions for your SPO, staff, and clients. Every plan must be followed by action and impact measurement to ensure that anti-racist impacts are being experienced by staff and clients and that future actions are informed by learnings.

To support implementation, each section includes guiding questions and prompts to support critical thinking and planning. Additionally, we've included three examples that walk through each section of the template, providing practical illustrations of how organizations might engage with this work and track their progress over time.

IRCC Guidance

Clause 5.14 of the Contribution Agreement and Clause 7.6 of the Grant Agreement require that Recipients promote equity, diversity and inclusion, and address systemic racism, which includes the development of an Anti-Racism Action Plan. Anti-Racism Action Plans are expected to be in place within six months of the agreement start date, however, if a Recipient has concerns with this timeframe they are encouraged to speak with their Program Officer. As per page 10 of the Recipient Guide, Recipients will be required to report on progress made on their Anti-Racism Action Plan on an annual basis. Additionally, IRCC may request to see Anti-Racism Action Plans at any time after the six-month mark, including as part of activity monitors. Recipients should share completed Anti-Racism Action Plans with their Program Officer.

When developing the Anti-Racism Action Plan, Recipients should keep in mind that the intention is not to develop a plan specifically for IRCC. Instead, the Anti-Racism Plan is meant to be relevant to each organization, as all organizations are at different stages and capacities in their Anti-Racism work. Potential topics to cover in an Anti-Racism Action Plan can include:

- Education and training for staff
- Diverse hiring and promotion practices
- Equitable pay and benefits practices
- Mandatory equity reporting practices
- Measurable goals related to diversity and inclusion
- Employee resource groups
- Feedback mechanisms and governance

Note the above list is not exhaustive nor do all areas need to be included in every organization's plan.

DEVELOPING YOUR ANTI-RACISM ACTION PLAN

Areas for Anti-racism Focus

Please note that this template offers a starting point based on knowledge generated through engagement with the BC settlement sector, it does not however represent a definitive mandate nor an exhaustive approach to developing anti-racist action plan. Rather, understanding that all IRCC funded service providers are being asked to develop an Anti-racism Action Plan within the first 6 months of their 2025-26 agreement start date, AMSSA in their role as an umbrella has developed this template to support this process. Organizations are welcome to use as much or as little, even none, of the template based on their own unique needs.

When exploring future anti-racist actions that are measurable and impactful, settlement organizations can consider a range of anti-racist actions to help address racism. Actions may fall under institutional anti-racist action and interpersonal anti-racist action and a combination of institutional and interpersonal anti-racist action can help address both the causes and effects of racism as it occurs in the settlement sector.

Institutional racism occurs within institutions and systems of power. This refers to the unfair policies and discriminatory practices of particular institutions (schools, workplaces, etc.) that routinely produce racially inequitable outcomes for people of color and advantages for white people. Individuals within institutions take on the power of the institution when they reinforce racial inequities.

Interpersonal racism (personally mediated) occurs between individuals. This is the bias that occurs when individuals interact with others and their personal racial beliefs affect their public interactions.

BC SPOs are vastly diverse and anti-racist actions must be right-sized accordingly. The following list provides potential anti-racist actions that the settlement sector may consider implementing moving forward. In addition, the following table demonstrates how specific anti-racist actions may be further developed into objectives and indicators for successful planning, implementation, and evaluation. The items marked with an * are further detailed with objectives and indicators below, these are informed by the 2024, BC-wide SPO Anti-Racist Scan and may serve as a basis for anti-racist action-planning among SPOs across the sector.

What is your goal or vision for anti-racist actions within your settlement serving organizations?

What Goal(s) are you looking to achieve?

- But Why?
- How? What do you need to get started? What structures do you already have in place?

After reviewing the information and steps above, please proceed below.

Step by step to developing an Anti-racism Action Plan

The following section is composed of a series of questions that will help you establish an Anti-racism action Plan specifically suited to the goals you've outlined above. It will help you think through and establish the following steps:

- 1) Objectives
- 2) Activities
- 3) Outputs
- 4) Outcomes
- 5) Impact/Goals
- 6) Indicators

- 7) Data Sources
- 8) Assumptions & Risks

Please note that the order of the steps listed act as a guide and can be reorganized according to your specific purpose and context.

Question 1 – Objective(s)

Which of the following anti-racist objectives do you want to pursue within your settlement serving organization?

After you've determined your primary goal or goals, and established a baseline for your organizational capacity, it is important to understand your objective, i.e. the actions you are looking to accomplish to achieve your overall goal.

This section lays out sample objectives that were developed through consultations with the Working Groups on Anti-Racism. They are presented as examples, but organizations that engage with this template are welcome and encouraged to develop their own objectives based on their specific Anti-racism goals and needs.

Organizational Capacity Building

- a. Improve SPO approaches to anti-racist actions (1a)*
- b. Improve cross-sectoral collaboration beginning with smaller and rural centres (1d)
- c. Allocate dedicated budget, staff time, staff training for anti-racism (1e)*
- f. Improve relationships with First Nations to build awareness of Indigenous communities among staff and clients (2f)*

Policy Development & Implementation

- e. Share institution-wide policies and policy implementation practices via regular collaboration and annual forum on anti-racism for settlement sector (IRCC led) with people of colour and lived experiences, subject-matter experts/leads to develop materials, videos, webinars, presentations, coaching, learning, technology for data analysis and coordination (1c)

Client Services & Programs

- d. Improve guidance on client-centered approach to addressing racism and racist incidents (2e)
- g. Improve resources to enable client-related supports around racism (2a)
- h. Offer counselling services and trauma-informed workshops (2b)
- i. Address and respond to racism between newcomer groups; Identify and share how best to navigate racism between newcomer groups (2d,e)

Question 2 – Purpose & Activities

Based on your selection above, describe why you would like to focus on this aspect of an anti-racist action plan, what problem are you seeking to solve? What activities will you develop to address the problem(s) that you are seeking to solve?

Question 3 – Outputs & Outcomes

What change do you expect to see or measure internally and/or in your work with clients within 6 months? Within 12 months? Over time?

Defining Outputs and Outcomes:

- Outputs refers to short-term, tangible and measurable results of an action or project. An output can help assess or track the progress of a project.
- Outcomes refer to the long-term impact of an action or project, often as a consequence of the outputs. Although outcomes are less tangible or measurable than outputs, they are representative of the ultimate goals of an action or project.

Question 4 – Monitoring & Evaluation

How will you measure the outputs (specific measures, # of sessions delivered, % of clients or staff served) and outcomes (changes in behaviour or experiences for staff and/or clients) over time?

A key aspect of developing an action plan is to develop measurement tools that allow you to gauge the success of your outputs. The tools do not need to be complex, for example meeting attendance can be used as a measurement tool, however they do need to align with your defined outputs. In addition, consider what information needs to be gathered from different populations (e.g. clients,

staff) to support with reporting. Does ICARE capture everything, or have the outputs you've developed require a more substantive data gathering mechanism?

Question 5 – Reporting

How will you report on your measurable outputs (monthly, quarterly, yearly)? What will be the baseline for how you determine success? How will you establish the baseline?

Consider the outputs needed by IRCC and the outputs and outcomes needed to measure anti-racist impact and inform future activities.

If during the reporting you discover that you are no longer on track to meet your outputs or outcomes (i.e. the activities you had designed are not leading to the outcomes you had envisioned), the reporting stage can also function as a space for re-assessment of your plan. Consider how you will move forward in this case. What needs to be revised (i.e. targets, indicators)?

Additional Considerations – Assumptions & Risks

What assumptions and/or risks need to be identified? How can these assumptions and risks inform new Activities?

Consider the systemic nature of racism and the need to work with a wide range of partners within and outside the sector. What assumptions are you making about current and future partnerships? What new Activities could help ensure that partners are nurtured.

Consider the need for anti-racist actions to be measured based on impact. What assumptions are you making about impacts on staff and clients. What new Activities could help ensure that staff and client impact are intentional within the design of your approach?

Examples

The three examples below have been developed by the Anti-Racist Working Group members based on urgent and important priorities for anti-racist work in the settlement sector for 2025. These include: establishing and improving long-term anti-racist outcomes within SPOs, establishing & improving relationships with and awareness of First Nations, Metis, and Inuit peoples, and Improving SPO Approaches to Anti-Racist Actions. **Examples provided below are not exhaustive and therefore will require SPO development based on actual SPO capacity, needs, and goals.**

Example 1 - Establishing & improving long-term anti-racist outcomes within organization

Example 1 has been displayed in both a narrative format and as a table to showcase some of the different ways in which organizations can choose to develop their Anti-Racism Action Plan. However, as with all things in this template, this is not prescriptive and the information can be adapted in whatever manner best suits the unique needs of each organization.

Before you begin, first describe why you would like to focus on this aspect of an anti-racist action plan, what problem are you seeking to solve?

Step 1: Inputs

Start here, what resources are needed to begin

- Allocate dedicated budget, staff time, staff training for anti-racism (1e)
- Confirm organizational decision to allocate predictable and ongoing resourcing for anti-racist actions

Step 2: Activities

What specific tasks can you complete in order to affect the outputs, outcomes and goals you have identified?

- Identify themes based on patterns of immigration that could enhance racism and inform proactive development of program/service content for staff and newcomers
- Engage staff and leaders in implementation, monitoring, and support of SPO anti-racist actions
- Identify themes based on existing issues of racism facing front-line staff, clients in one-on-one
- Engage staff and leaders in identifying immediate and long-term priorities for SPO anti-racist actions

Step 3: Outputs

Identify items that are specific measures # of sessions delivered, % of clients or staff served

- Communicate annually internally with all staff and clients about anti-racist actions and impacts
- Communicate publicly about SPOs and non-profits doing more with less, operating with uncertainty and limited time-frames
 - **Indicator** – Establish communication strategy about SPOs and anti-racist actions; identify 2-3 external partners
 - **Data Sources/Measurement Tools** – Completed communications strategy about anti-racism
- Communicate publicly about the need for anti-racist actions within the settlement sector
 - **Indicator** – Share anti-racist environmental scan within and outside settlement sector
 - **Data Sources/Measurement Tools** – Report
- Identify and share core knowledge on anti-racism in the settlement sector on an annual basis

- **Indicator** – Develop and share at least 1 anti-racist policies with implementation plans within 18 months
 - **Data Sources/Measurement Tools** – Completed policy and implementation plan
- Develop proactive anti-racist policies
 - **Indicator** – Establish and measure at least 1 output and 1 outcome measure for each anti-racist action within 12 months
 - **Data Sources/Measurement Tools** – Report
- Develop output and outcome measurements for each anti-racist action
 - **Indicator** – At least 1 anti-racist action identified within 6 months
 - **Data Sources/Measurement Tools** – Report
- Identify key anti-racist actions choosing from list above in Question 1
 - **Indicator** – Further developed Anti-Racism Action Plan; At least 2 themes identified and shared out within 6 months
 - **Data Sources/Measurement Tools** – Report

Step 4: Outcomes

Identify changes in behaviour or experiences for staff and/or clients

- Increase allocated dedicated budget, staff time, staff training for anti-racism (1e). *This indicates the specific solution you are seeking to address your identified problem.*
 - **Indicator** – Increase allocated budget, staff time, staff training for racism by 10% within 1 year
 - **Data Sources/Measurement Tools** – Organizational budget
- All decision-makers better represent and advocate for anti-racism actions
 - **Indicator** – Lived experience with racism and migration is reflected at decision-making table
 - **Data Sources/Measurement Tools** – Attendance at decision-making meetings
- Improved relationships and understanding between those funding anti-racist actions and those impacted
 - **Indicator** – Feedback is shared and received between parties with respect to expectations of anti-racist actions
 - **Data Sources/Measurement Tools** – Meeting minutes and reports
- Influence political will and public opinion
 - **Indicator** – Boards, governments and politicians respond to need for resources to support anti-racist actions
 - **Data Sources/Measurement Tools** – Successful Request for Proposals (RFPs); Ear-marked funding

Step 5: Impact/Goal

Why would you like to focus on this aspect on an anti-racist action plan?

- Improve staff and client experiences within settlement journey
 - **Indicator** – Clients and staff indicate positive response when raising issues of racism and discrimination
 - **Data Sources/Measurement Tools** – Clients and staff surveys
- Improve long-term anti-racist outcomes within organization
 - **Indicator** – 50% increase in staff retention among marginalized staff groups within 5 years; Increase representation of staff recruitment from diverse groups within 5 years
 - **Data Sources/Measurement Tools** – Staff benchmark
- Funding for anti-racism work is robust and not piecemeal
 - **Indicator** – Ongoing funding for anti-racist actions within organization establish for more than 5 years
 - **Data Sources/Measurement Tools** – Organizational budget

Step 6: Indicators

What might you use to measure the desired change identified in your established objectives?

- The indicators are linked to the desired outputs, outcomes and goals.

Step 7: Data Sources/Measurement Tools

How will you measure the desired change identified in Indicators?

- The data sources/measurement tools are linked to the desired outputs, outcomes and goals.
- Examples of data sources include meeting minutes, reports, budgets etc.

Step 8: Assumptions/Risks

Identify new Objectives from Assumptions and Risks identified

- Funding is not designed to be competitive
 - *Note: Activity reflects this assumption*
- Anti-racism work is understood as important by decision-makers
 - *Note: Activity reflects this assumption*
- Meeting minutes and reports are shared back among staff and clients
 - *Note: Activity reflects this assumption*

Please note, in order to engage with the examples showcased in these tables, please start at the bottom left-hand side of each table and work your way up.

	Hierarchy of Objectives	Indicators <i>Step 6</i> <i>What might you use to measure the desired change identified in Objectives?</i>	Data Sources / Measurement Tools <i>Step 7</i> <i>How will you measure the desired change identified in Indicators</i>	Assumptions/Risks <i>Step 8</i> <i>Identify new Objectives from Assumptions and Risks identified</i>
Impact/Goal <i>Step 5</i> <i>Why would you like to focus on this aspect of an anti-racist action plan?</i>	Improve staff and client experiences within settlement journey	Clients and staff indicate positive response when raising issues of racism and discrimination	Client and staff surveys	
	Improve long-term anti-racist outcomes within organization	50% increase in staff retention among marginalized staff groups within 5 years Increase representation of staff recruitment from diverse groups within 5 years	Staff benchmark	
	Funding for anti-racism work is robust and not piecemeal	Ongoing funding for anti-racist actions within organization establish for more than 5 years	Organizational budget	
Outcomes <i>Step 4</i> <i>Identify changes in behaviour or experiences for staff and/or clients</i>	Increase allocated dedicated budget, staff time, staff training for anti-racism (1e) <i>This indicates the specific solution you are seeking to address your identified problem.</i>	Increase allocated budget, staff time, staff training for racism by 10% within 1 year	Organizational budget	Funding is not designed to be competitive <i>Note Activity reflects this assumption</i>
	All decision-makers better represent and advocate for anti-racism actions	Lived experience with racism and migration is reflected at decision-making table	Attendance at decision-making meetings	Anti-racism work is understood as important by decision-makers <i>Note Activity reflects this assumption</i>
	Improved relationships and understanding between those funding anti-racist actions and those impacted	Feedback is shared and received between parties with respect to expectations of anti-racist actions	Meeting minutes and reports	Meeting minutes and reports are shared back among staff and clients <i>Note Activity reflects this assumption</i>

	Influence political will and public opinion	Boards, governments and politicians respond to need for resources to support anti-racist actions	Successful Request for Proposals (RFPs), earmarked funding	
Outputs <i>Step 3</i> <i>Identify items that are specific measures, # of sessions delivered, % of clients or staff served</i>	Communicate annually internally with all staff and clients about anti-racist actions and impacts			
	Communicate publicly about SPOs and non-profits doing more with less, operating with uncertainty and limited time-frames	Establish communication strategy about SPOs and anti-racist actions; 2-3 external partners identified	Completed communications strategy about anti-racism	
	Communicate publicly about the need for anti-racist actions within the settlement sector			
	Identify and share core knowledge on anti-racism in the settlement sector on an annual basis	Share anti-racist environmental scan within and outside settlement sector	Report	
	Develop proactive anti-racist policies	Develop and share at least 1 anti-racist policies with implementation plans within 18 months	Completed policy and implementation plan	
	Develop output and outcome measurements for each anti-racist action	Establish and measure at least 1 output and 1 outcome measure for each anti-racist action within 12 months	Report	
	Identify key anti-racist actions choosing from list above in Question 1	At least 1 anti-racist action identified within 6 months	Report Further developed Anti-Racism Action Plan	
Activities <i>Step 2</i>	Identify themes based on patterns of immigration that could enhance racism and inform proactive development of program/service content for staff and newcomers	At least 2 themes identified and shared out within 6 months	Report	

<i>What specific tasks can you complete in order to affect the outputs, outcomes and goals you have identified?</i>	Engage staff and leaders in implementation, monitoring, and support of SPO anti-racist actions	Regular meetings and reporting out of anti-racist action team	Meeting agendas and minutes	
	Identify themes based on existing issues of racism facing front-line staff, clients in one-on-one	At least 2 themes identified and shared out within 6 months	Report	
	Engage staff and leaders in identifying immediate and long-term priorities for SPO anti-racist actions	Establish ongoing anti-racist action team (eg. internal working group, committee)	Meeting attendance, agendas, minutes, Terms of Reference	
Inputs <i>Step 1 Start here, what resources are needed to begin</i>	Allocate dedicated budget, staff time, staff training for anti-racism (1e)	Establish predictable and ongoing resourcing for anti-racist actions	Budget	
	Confirm organizational decision to allocate predictable and ongoing resourcing for anti-racist actions	Organizational decision-note or memo	Memo	

Example 2 - Establishing & improving relationships with and awareness of First Nations, Metis, and Inuit peoples

	Hierarchy of Objectives	Indicators	Data Sources / Measurement Tools	Assumptions/Risks
		Step 6 What might you use to measure the desired change identified in Objectives?	Step 7 How will you measure the desired change identified in Indicators	Step 8 Identify new Objectives from Assumptions and Risks identified
Impact/Goal Step 5 Why would you like to focus on this aspect of an anti-racist action plan?	Enhance SPO role in recognizing and fighting anti-Indigenous racism	Reduction in anti-Indigenous racism among newcomer communities	Provincial National anti-racism statistics	
	Reduce racism between and among newcomers and First Nations and Indigenous communities	Reduction in anti-Indigenous racism among newcomer communities	Provincial National anti-racism statistics	
	Wider communities value and prioritize relationship-building between newcomers and First Nations and Indigenous communities	Increase in value and priority for relationship-building with First Nations and Indigenous communities	Staff and client testimony	
Outcomes Step 4 Identify changes in behaviour or experiences for staff and/or clients	Improve relationships with First Nations to build awareness of Indigenous communities among staff and clients (2f)	Established protocol agreement with First Nations 1 Completed all-staff and all-client training/learning module created with First Nations and Indigenous communities Increase awareness of First Nations and Indigenous communities and key issues among clients and staff	Completed agreement Module completion (feedback, learner surveys) Staff Performance Review Data	
	Build trust with First Nations and Indigenous communities	Established and improved relationship with First Nations and Indigenous communities	First Nations feedback on SPO relationship-building	

Outputs <i>Step 3</i> <i>Identify items that are specific measures, # of sessions delivered, % of clients or staff served</i>	Establish services and programs that address racism, misconceptions, stereotypes, and anti-Indigenous racism	Develop at least 1 module or 1 consistent learning outcome across all SPO services and programs that identify and address anti-Indigenous racism	Completed training module Module completion list/Attendance	
	Involve First Nations and Indigenous communities in development and delivery of policies and programs that impact their communities	Establish working relationship with at least 1 Host Nation and/or Indigenous community group	Completed agreement	
	Develop capacity of SPO staff to work with First Nations and Indigenous communities	Establish all-staff training for new and existing staff on working with First Nations and Indigenous communities	Completed training module	
	Establish mandate for SPO(s)/Staff to engage with First Nations and Indigenous communities	Establish minimum criteria for SPO/Staff to engage with First Nations and Indigenous communities	Criteria established and accessible by all staff	
Activities <i>Step 2</i> <i>What specific tasks can you complete in order to affect the outputs, outcomes and goals you have identified?</i>	Establish Indigenous cultural safety among staff	Establish all-staff training for Indigenous Cultural Safety	Completed and Ongoing Indigenous Cultural Safety module	
	Identify and address institutional/systemic racism	Identify 1-2 areas for immediate improvement prior to further implementation	Further developed Anti-Racism Action Plan Completed independent audit with implementation plan	
Inputs <i>Step 1</i> <i>Start here, what resources are needed to begin</i>	Engage experts with lived experience as First Nations and in developing culturally safe relationships between First Nations and non-First Nations	Establish 1-2 key expert(s) in developing relationships with First Nations		Funding is allocated to engage with First Nations <i>Note Activity reflects this assumption</i>
	Identify funding to work with First Nations and Indigenous communities	Identify at least 1 source of funding to support work with First Nations and Indigenous communities		First Nations and Indigenous Communities are willing and interested in building

				relationships with SPO <i>Note Activity reflects this assumption</i>
	Identify and assess interest and capacity of First Nations and Indigenous communities to work with SPOs	Establish and improve ongoing relationships with First Nations and Indigenous communities		

Example 3 - Improving SPO Approaches to Anti-Racist Actions

	Hierarchy of Objectives	Indicators <i>Step 6</i> <i>What might you use to measure the desired change identified in Objectives?</i>	Data Sources / Measurement Tools <i>Step 7</i> <i>How will you measure the desired change identified in Indicators</i>	Assumptions/Risks <i>Step 8</i> <i>Identify new Objectives from Assumptions and Risks identified</i>
Impact/Goal	Improvements in safety, mental health and physical wellbeing		Statistics Canada data	
	Improve participation of newcomer communities	Improvements in newcomer participation in employment, education, social opportunities, political opportunities	Statistics Canada data	
	Reduce isolation for newcomer communities	Improvements in newcomer participation in employment, education, social opportunities, political opportunities Improved mental health outcomes for newcomers over long-term	Statistics Canada data	
Outcomes <i>Step 4</i>	Improve SPO approaches to anti-racist actions (1a)	Improvement in consistent and measurable anti-racist actions		

<i>Identify changes in behaviour or experiences for staff and/or clients</i>	Harness strength that comes from diversity of SPOs			
	SPOs come together as collective peer group	Reduced competition among SPOs	Roundtable agenda, minutes, participant list	
	Improve efforts to reach out for support (e.g. legal, BC Office of the Human Rights Commissioner)	Identify at least 2 reputable and reliable supports for racism that are legal and help navigate common institutions (health/education)	Completed list of anti-racist support Annual updates	
Outputs <i>Step 3 Identify items that are specific measures, # of sessions delivered, % of clients or staff served</i>	Identify and share information on BC government systems	Identify 2025 list of reputable, reliable and government-funded supports for racism	Completed list of anti-racist support Annual updates	
	Identify intergenerational nature of anti-racist actions	Completed cross-organizational statement on anti-racism	Anti-racist statement	
	Develop strategic vision	Completed strategic vision with annual updates	Completed vision document	
	Develop shared level of expertise for anti-racist actions among SPOs	Clients receive consistent and equitable levels of support; Clients build trust with SPOs; Improved integration of newcomers into community;	Completed anti-racist client intake, follow-up and support process document Client feedback	
	Establish and participate in opportunities to connect and interact with other SPOs in sector	Improved annual collaboration, coordination, and anti-racist advancement	Roundtable agenda, minutes, participant list	SPOs demonstrate interest in anti-racist collaboration <i>Note Activity reflects this assumption</i>
Activities <i>Step 2</i>	Identify clear commitment from SPOs to collaborate on anti-racist actions	2+ terms of reference signatories to annual Anti-racism roundtable	Completed terms of reference	

<i>What specific tasks can you complete in order to affect the outputs, outcomes and goals you have identified?</i>	Establish and communicate SPO credibility on addressing racism including with other levels of government and politicians	Anti-racist efforts are consistent with government values and human rights and updated annually	Alignment document	
	Establish clear resources and funding for anti-racist actions (e.g. Heritage Canada, The Law Foundation, University of British Columbia)	Consistent and predictable long-term funding	Completed funding plan for 3-5 years	SPO decision to allocate resources for anti-racist actions <i>Note Activity reflects this assumption</i>
Inputs <i>Step 1</i> <i>Start here, what resources are needed to begin</i>	Confirm SPO decision to allocate predictable and going resourcing for anti-racist actions	Organizational decision-note or memo	Memo Dedicated Staff Time	

CLOSING

We look forward to continuing this important work with you. Thank you for taking the offerings of this template into consideration as you develop your anti-racist action plan. Our hope is that we build on the BC settlement sector's foundation of anti-racist action and continue this important work in service of clients and staff.

If you have questions about this template, please feel free to reach out to email hkhan@amssa.org. We also encourage you to share your feedback, either through the survey which will be circulated shortly after the release of this template or by email.

Appendix A



E-Learning Course: Anti-Racism Foundations for Inclusive Communities

On March 7, 2024, AMSSA facilitated the “Anti-Racism Foundations for Inclusive Communities” workshop for settlement service providers across BC. In this workshop, service providers explored and identified examples of racism in Canada, how they affect the settlement and integration process, and their role in building an anti-racist settlement sector.

Using the recordings from the workshop, this e-learning course explores diverse forms of racism, focusing on its prevalence within Canada, specifically British Columbia, and its ramifications within the settlement sector. Participants will gain insights into identifying the various manifestations of racism within their organizations and communities. Through an interactive approach, this engaging e-learning course offers comprehensive definitions, essential concepts, and valuable resources to support organizational, institutional, and program-level initiatives aimed at combating racism. The course facilitates moments of reflection and interactivity to enhance understanding of the content.

After completing the course, participants will:

- Gain an understanding of racism’s multifaceted nature
- Identify racism within their respective contexts
- Access a wealth of resources to support anti-racism efforts
- Empower themselves with tools for fostering inclusive environments

Upon completion of the e-learning course, participants will receive a certificate of completion.

Disclaimer: Please note that this e-learning may contain content that those experiencing compounding racism, may find distressing or difficult to engage with.

[Enrol for the e-learning course here.](#)

[Link to post on AMSSA’s website.](#)

Appendix B



E-learning: Organizational Approaches to Anti-Racism: From Self to Systems Change (Part 1 & 2)

Anti-racism is an intrinsic part of the settlement sector. The links between migration, racism, and colonialism means that settlement workers often already are doing anti-racism work by navigating the systems stacked against racialized people in their work supporting newcomers. Yet while a key part of the sector's work is supporting racialized newcomers, often frontline staff within service provider organizations face the same challenges and systems of racism that they are supporting their clients through. In this two-part e-learning, QuakeLab founder and CEO Sharon Nyangweso will share how anti-racism can be tackled within organizations at a systems level, offering practical tools on how organizations can approach equity as a key part of their operations.

This e-learning course is free. Upon successful completion of a series of chapters and quizzes, participants will be able to obtain a certificate of completion.

In Part 1 of the e-learning, participants will:

- Understand how systemic inequities shape the settlement sector and its workforce
- Recognize the need to shift from individual responsibility to structural change
- Learn key organizational strategies for embedding anti-racism into policies and operations

Enrol for Part 1 of the e-learning course [here](#).

In Part 2 of the e-learning, participants will:

- Learn how to assess and articulate their organization's anti-racism challenges
- Develop a structured approach to prioritization, planning, and measuring progress
- Explore practical applications for performance management, identity-based harm, and disability accommodations

Enrol for Part 2 of the e-learning course [here](#).

[Link to post on AMSSA's website.](#)

Appendix C



Handout: A guide for rural and smaller centres applying an equity lens to their work

This handout was produced by Sharon Nyangweso (QuakeLab) to provide additional guidance and tools on how organizations in smaller and rural centres with more limited resources can prioritize how they approach anti-racism work. While it is important that meaningful anti-racism work is well-resourced rather than simply considered an afterthought, we know that the reality that sometimes organizations do not have the ideal amount of resources. This handout was designed as a “self-assessment” to help smaller/rural centres explore which actions to prioritize with their organizational anti-racism work and some key steps to get started.

[Download the handout.](#)

[Link to post on AMSSA's website.](#)

Appendix D



AMSSA Lecture: Working with Newcomers on Unceded Territory Part 1 & 2

A well-known speaker, facilitator and storyteller, Norm Leech, formerly the Executive Director of the Vancouver Aboriginal Community Policing Centre and currently the Executive Director of Frog Hollow Neighbourhood House, engaged IRCC funded Service Providers in a discussion about the experience of Indigenous people in Canada. Through this two-part presentation, Norm encouraged frontline workers and managers to reflect on the past and seek commonality for a future together. Norm shared the Indigenous way of learning and communicating– teaching the participants about Indigenous people’s relationship between genders, relationship with the written word, and their relationship to the land.

[Click here to view Part 1 & Part 2](#)

Appendix E



E-Learning Course: Decolonize Yourself – Connecting to Your Indigeneity

In this course, Settlement Service Providers are invited to consider the topic, ‘Decolonize Yourself – Connecting to Your Indigeneity’. By centering Indigeneity and drawing on foundational Indigenous teachings from Turtle Island, this course allows learners to consider their own Indigeneity and familial experiences with colonization, thereby participating in the process of decolonization. Using imagery and Indigenous tools, participants will learn how to explain big concepts, like colonization, in simple terms and how to make decolonization a daily practice.

A deeper understanding of these concepts will help Settlement Service Providers to welcome newcomers to this land in a good way. Out of respect for the Indigenous oral tradition, numerous video clips are included throughout the e-learning course. The content for this module was created in collaboration with Indigenous leader, JB Snuxyaltwa Webster. The artwork was developed by Diana Hellson. We would like to extend a great and most genuine thanks to JB and Diana for their support.

[Enrol for the e-learning course here.](#)

[Link to post on AMSSA’s website.](#)