

Anti-Racism Policies Template

Supporting Document



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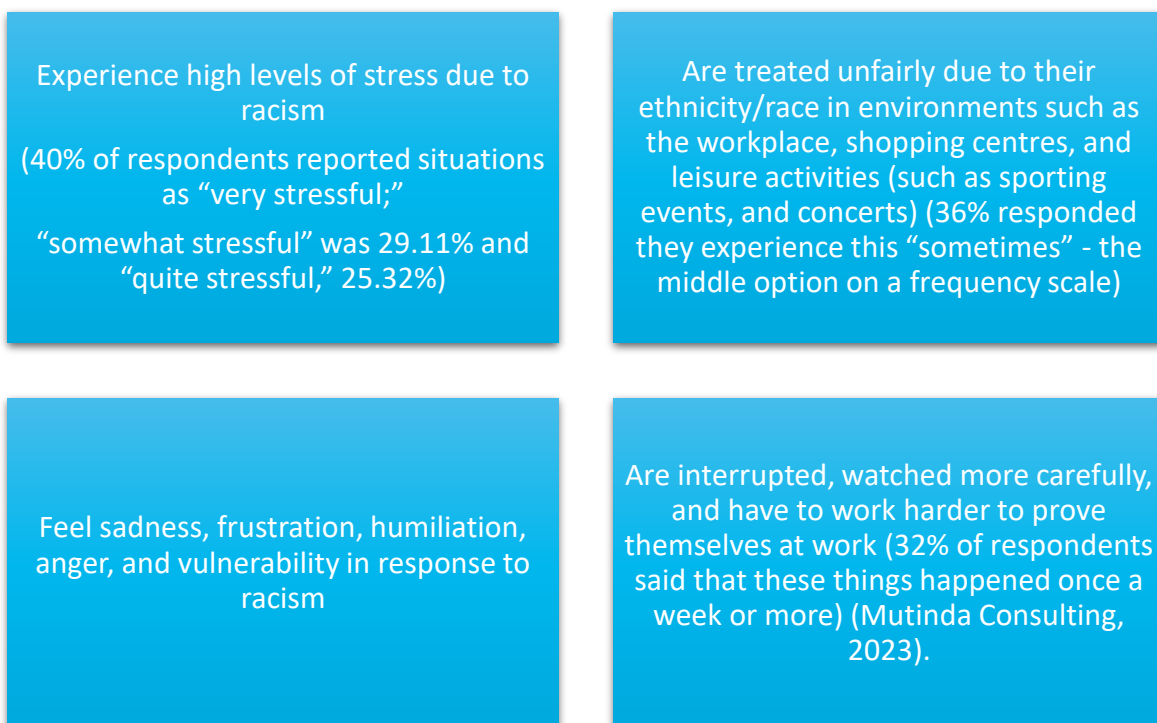


**“You don’t need to be free of racism to be an anti-racist.
Anti-racism is the commitment to fight racism wherever you find it,
including in yourself. And it’s the only way forward.”
- Ijeoma Oluo¹**

Introduction

Prince Edward Island is an increasingly culturally and racially diverse province. The 2021 Census illuminated this fact, pointing out that although the most frequently cited ethnic or cultural origins in the province were Scottish (34%), Irish (27.8%), and English (24%) almost ten percent of the population (9.3%) is racialized and an additional 2.2% of the population is Indigenous (Statistics Canada, 2022).²

Unfortunately, research also reveals that BIPOC people living on PEI experience racism and that that racism has very harmful effects. In their 2023 report, Mutinda Consulting points out, among other findings, that BIPOC people on PEI:



This report also pointed out how few BIPOC individuals feel they can, or should, speak up about their experiences.

¹ Author of Oluo, I. (2019). *So you want to talk about race*. Seal Press.

² Please note: Statistics Canada has traditionally used the term “visible minority,” but since the 2021 Census have been replacing it with the terms “racialized populations” or “racialized groups” in their communications material.



In this project's community stakeholder engagement process, similar experiences were raised. The few BIPOC participants present shared that they, and their BIPOC friends and family, worry that talking about the racism they face will lead to consequences for their jobs and perhaps even their residency in Canada. This concern points to just how deep the problem of racism is in the province.

So, what can be done? Many of us were raised to believe that racism is individual acts of meanness (a belief that is devoid of, among other things, any cultural or systemic context). What is coming to be understood more broadly in recent years is that "racism proliferates in and is perpetuated by organizations. Yet, as we know, organizations are the entities that create and implement policies, both public policies and corporate policies" (Nesbeth, 2023). This anti-racism policies template, then, represents an opportunity for PEI's non-profit organizations to interrupt and unlearn old approaches, so an antiracist future can be created; a future that equitably benefits all those on Prince Edward Island.

Key Things to Keep in Mind

While going through these documents it is important to keep in mind that anti-racism efforts:

- Recognize that the opposite of racist is not "not racist" or neutrality, but anti-racism; Anti-racism requires effort and action, not letting the status quo remain (Kendi, 2019);
- Allow organizations to be proactive rather than reactive;
- Must centre those with lived experience of racism;
- Can be confusing and emotional at times. Why one is experiencing the discomfort will reflect one's own lived experience (eg. if you have been socialized as holding power and privilege then being asked to look at that can invoke discomfort); ground yourself, reflect on what has activated you, resource yourself, and then return to the work bringing your best self forward;
- Require deliberate and sustained efforts (Smith & Rohde, 2023); and
- Offer the immeasurable opportunity for organizations to ensure that their services and programs are reflective of, and supportive of, who and what PEI is and can be.



This supporting document's role is:

- To share general feedback heard in the stakeholder engagement process;
- To help build the capacity of those who may be new to anti-racism; and
- To offer some tangible examples of what anti-racist practice looks like (that is, adding some potential practices that connect to the policies).

Please note: This supporting document is not intended to be embedded in individual organization's policies.

Where Do We Go From Here?

Policy-making is a process. Take time to review these documents, talk about them in your organizations, think about your goals, and what support you will need to get there. You do not have to be perfect at this work (in fact, that is impossible), but it is important that you are conscious and thoughtful as you work through this process. As anti-racism policies expert Kimberly Nesbeth reminds us:

“All organizations that are involved in the phases of a policy process must be anti-racist or must be working towards becoming anti-racist, in order to best support the effectiveness of anti-racism policies. Without this re-orientation, the energy of racism may continue to find ways to infiltrate the policy process, even if we are not consciously aware of this happening” (Nesbeth, 2023).

This re-orientation towards anti-racism is not easy work, but by fostering collaboration and learning through new and existing social ties these efforts have the potential to become both life-changing and incredibly rewarding.

Related References

Kendi, I.X., (2019). How to be an antiracist. One World.

Mutinda Consulting. (2023). Experience of racism on PEI. report for BIPOC USHR. <https://bipocushr.org/reports-and-documents/>

Nesbeth, K. (2023). Advancing anti-racism policy means creating anti-racist organizations. <https://www.policytogether.com/blog/advancing-anti-racism-policy-means-creating-anti-racist-organizations>

Smith, C.C. & Rohde, B. (2023). Anti-racism and organizational change: A guide for employers. <https://www.chrc-cdp.gc.ca/sites/default/files/2024-02/Antiracism%20%26%20Organizational%20Change%20-%20A%20Guide%20for%20Employers.pdf>

Statistics Canada. (2022, Dec. 16). Focus on geography series, 2021 census of population - Prince Edward Island, province. <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/page.cfm?topic=8&lang=E&dguid=2021A000211>



Governance

Governance support and buy-in on equity, diversity, and inclusion (EDI)-related issues is one of the most frequently cited enablers of EDI practices (of which anti-racism is a part) (Equitable Recovery Collective and Imagine Canada, 2023). Without leadership buy-in, anti-racism efforts can face many barriers and delays.



What We Heard

In the stakeholder engagement process few felt their organizations put much effort into governance as a means to counter racism (just 2 of 9 individuals said so); in fact, this was the topic that participants said received the least attention. There was a general recognition that there is a lot more that can be done in this area with 7 of 9 individuals naming governance as one of the three topic areas that needs the most anti-racist support.

One thing that emerged in the discussion around governance is the fact that most leaders in the non-profit sector on PEI are white individuals who grew up on the island; those individuals, it was pointed out, will not have first-hand what it is to experience racism.



Policy Support

Regarding executive leadership:

Anti-racist policies remain hollow if leadership behaviour does not reflect it. Leaders can model daily anti-racist behaviour such as showing genuine interest in a BIPOC employee's development within the organization as well as owning up to - and attempting repair - when they have committed a microaggression.

Regarding board recruitment:

Without formal structures in place, all too often people rely on their existing networks to grow their organizations; one of the unfortunate effects of this, however, is it means that these organizations are then often excluding BIPOC professionals. Anti-racist efforts (such as minimizing bias and extending networks) take effort and time, but are essential for meaningful change.

Another important consideration is that organizations should avoid both tokenizing BIPOC experiences and being performative in their board selection; that is, BIPOC members invited to the board should be selected for how they will meaningfully contribute to the organization. In addition, the board must be ready for their contributions.



Regarding board structure & functioning:

BIPOC individuals experience additional barriers to participation due to structural racism; as a result, reducing barriers to their participation - and making special efforts to recognize their contributions - are both anti-racist acts.

For more information on how organizations can diversify their boards you are invited to visit the website of The 50 – 30 Challenge (link below).

Related References

Equitable Recovery Collective and Imagine Canada. (2023). *Shifting power dynamics: Equity, diversity, and inclusion in the nonprofit sector*. <https://www.imaginecanada.ca/en/360/new-study-equity-diversity-and-inclusion-wakeup-call-white-led-nonprofit-organizations>

Innovation Science and Economic Development Canada. (2024). *The 50 – 30 Challenge: Your Diversity Advantage*. The Government of Canada. <https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage>

Employment and Human Resources

Employment and human resources must be central to any organization’s anti-racism efforts; these policies seek to strengthen those efforts.



What We Heard

Six of nine participants in the stakeholder engagement process said that their organizations gave attention and effort to employment and human resources as a way to counter racism; that said, 8 of 9 individuals also added that it was one of the areas that needed the most anti-racist support. In fact, employment and HR was the topic that was most selected as needing this kind of support.

A significant amount of the focus group conversation surrounded employment and HR-related topics. Participants wanted to point out that:

There is a need for organizations to hire more BIPOC employees (this was also a finding of the 2023 Mutinda Consulting report created for BIPOC USHR)

BIPOC people are often being hired at entry-level positions only

Lived experiences are not given the value they deserve, while formal education is overvalued (which can be a barrier for BIPOC candidates)

Hiring processes should embed questions relating to equity, diversity, inclusion, and anti-racism (EDI-AR) to help increase the related capacity within organizations

BIPOC employees deserve to have their talents developed and nurtured within organizations





Policy Support

Regarding 2.1 Recruitment and Selection:

One example of how we can ensure that biases do not cloud our ability to make the right choices, is the adoption of standard interview practices for all candidates and the development of transparent selection processes and timelines that are shared with all candidates.

In addition, organizations might consider adding a phrase in their job ads that reflects their commitment to a workforce free of discrimination and that points out that they encourage all qualified candidates who identify as _____, _____, _____ to apply and self-identify.”

Finally, regarding applications and the potential for insider bias in application reviews. This is a touchy subject and one that people may not want to talk about, however, not talking about it perpetuates an environment where discrimination is more likely to happen. Rather than denying bias, honestly reflecting on potential areas of bias and taking tangible steps to ensure they do not influence decisions are examples of more effective anti-racist behaviour.

Regarding career management:

An unfortunate “by-product” of racism is the undervaluing of BIPOC talent. As a result, it is important that leaders are careful in their decisions around which employees actually need mentorship versus sponsorship. In the case of the former the employee may be missing skills that need to be honed; in the case of the latter the employee is ready for greater responsibilities and challenges, but needs someone in a position of power to amplify their ideas/talents so they can be considered for more opportunities.

Related References

CommunityWise Resource Centre (2017). *Anti-Racist Organizational Change:Resources Tools for Non-Profit. Calgary Alberta* https://communitywise.net/wp-content/uploads/2017/10/AROC-Resources-and-Tools_web.pdf (this document includes: tips on how to audit existing policies, a checklist for racial equity in hiring, and an annotated job posting)

Mutinda Consulting. (2023). *Experience of racism on PEI.* report for BIPOC USHR. <https://bipocushr.org/reports-and-documents/>

Smith, C.C. & Rohde, B. (2023). *Anti-racism and organizational change: A guide for employers.* <https://www.chrc-ccdp.gc.ca/sites/default/files/2024-02/Antiracism%20%26%20Organizational%20Change%20-%20A%20Guide%20for%20Employers.pdf>



Volunteers and Volunteer Management



What We Heard

The stakeholder engagement process did not specifically ask about volunteers and volunteer management, but participants pointed out the centrality of volunteers to the non-profit sector on PEI. Some went as far as to add that without volunteers many organizations could not do their work. As a result, they added that anti-racism efforts must be mindful of (and effective for) both volunteers as well as those who work inside organizations.

Professional Development, Education, and Training

Capacity building through professional development, education, and training is an important part of ensuring that an organization continues to offer relevant, timely, and informed services and programs; that is particularly true for organizations that aim to be anti-racist in their approach.



What We Heard

In the stakeholder engagement sessions 8 of 9 people said their organizations put efforts into (what we called then) “capacity building and professional development” as a way to counter racism (in fact, this was tied in first place with two other topic areas). That said, there was also a recognition that there is more work to be done in this area. In fact, 5 of 9 individuals added in the sessions that this is one of the top 3 areas that needs the most anti-racist support. One BIPOC individual pointed out that they feel that the change needs to happen from inside (inside individuals and organizations) and that only then can the sector serve the broader community with services that are anti-racist in nature.



Policy Support

Regarding addressing racism-related issues in meetings and retreats: Many people (white people in particular) often have little experience talking about racism, feel a discomfort with the topic, and, therefore, avoid talking about it. Making racism, and anti-racism, a regular topic at meetings and retreats creates opportunities for individuals to build their anti-racist “muscle.”

Related References

Smith, C.C. & Rohde, B. (2023). *Anti-racism and organizational change: A guide for employers*. <https://www.chrc-ccdp.gc.ca/sites/default/files/2024-02/Antiracism%20%26%20Organizational%20Change%20-%20A%20Guide%20for%20Employers.pdf>



Collecting and Using Race-Related Data

Collecting, and using, race-related data can offer important information to help shape a program's development and redevelopment, to create substantial human resources strategies, as well as to guide strategic planning (Barr, Pontbriand, & Lasby, 2023; Ontario Human Rights Commission, 2009). Organizations that do not have this information "are at a significant disadvantage with regard to implementing practices that would benefit those they serve" (Barr, Pontbriand, & Lasby, 2023).

In their 2023 report, Equitable Recovery Collective and Imagine Canada shared several interesting race data collection findings. They found that four out of five organizations collect equity information about the populations they serve, but about 40% of those do not use that information. They also found a correlation between the following factors and the chance that the organizations would actually collect and use equity data:

- Organizations which have equity working groups
- Organizations with BIPOC leaders

Both those criteria increase the chances that organizations collect and use equity data.



What We Heard

In the community stakeholder engagement process 7 of 9 participants said their organizations put effort into collecting and using race-related data as a way to counter racism. That said, just less than half indicated that they felt this topic is amongst the top three areas where organizations need the most anti-racist support; significantly, it was the top choice of BIPOC participants (re: feeling organizations need anti-racist support in this area).

There was a general feeling in the discussions that few organizations on PEI collect race-related data; how participants felt about this, however, varied greatly. Some participants felt this was an issue and one BIPOC participant felt that not asking about who you are serving is a form of harm in itself. Other non-BIPOC participants admitted their lack of knowledge, their discomfort, and even fear around collecting race-related data. One person added that they would not even know where to start (how to do it? what language to use? etc.); another said when they had tried to collect demographic information nobody answered the questions; yet another was concerned that putting people "into boxes" is a racist act.

Other important questions raised included when should race-related data be collected, by whom, and for what purposes?





Policy Support

Regarding organizations' preparations for race-related data collection:

It is very important that respondents know *why* they are being asked for this information, that they know *how* it is being used (and how it is not being used), that they are informed of related privacy policies, that they know how the data is being stored, that they understand that this self-identification process is optional and what the potential benefits and drawbacks are (if any).

Capacity-building opportunities must be made available for those that will be on the front lines of this process to ensure things such as: their comfort with the ethnicity- and race-related terminology used and their ability to consistency apply this process across all clients (i.e. not just asking it of those that appear to be different).

Finally, as part of their preparation for collecting race-related data, organizations must ensure that they are collecting - and using - data for purposes consistent with the Canadian Human Rights Act and the Prince Edward Island Human Rights Act.

Related References

Barr, C., Pontbriand, E., & Lasby, D. (2023, July 6). New study on equity, diversity and inclusion a wakeup call for white-led nonprofit organizations. *Imagine Canada*. <https://www.imaginecanada.ca/en/360/new-study-equity-diversity-and-inclusion-wakeup-call-white-led-nonprofit-organizations>

Equitable Recovery Collective and Imagine Canada. (2023). *Shifting power dynamics: Equity, diversity, and inclusion in the nonprofit sector*. <https://www.imaginecanada.ca/en/360/new-study-equity-diversity-and-inclusion-wakeup-call-white-led-nonprofit-organizations>

Ontario Human Rights Commission. (2009, November 26). *Count me in! Collecting human rights-based data*. <https://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data>

Smith, C.C. & Rohde, B. (2023). *Anti-racism and organizational change: A guide for employers*. <https://www.chrc-ccdp.gc.ca/sites/default/files/2024-02/Antiracism%20%26%20Organizational%20Change%20-%20A%20Guide%20for%20Employers.pdf>

Program Design

This segment of the anti-racism policies template refers to the programs and programming happening within the organizations in question; those that currently exist and those that will exist in the future.





What We Heard

During the stakeholder engagement process 8 of 9 participants said that their organizations gave attention to program design as a way to counter racism (this was tied in first place with two other topic areas). That said, there is also a recognition that there is more work to be done in this area. In fact, 4 of 9 felt that this is within the top 3 areas that need the most anti-racist support.

One of the examples that was shared in these discussions as it relates to program design and anti-racism is the fact that although technically services and programs are open to all BIPOC participation in some programs remains low. For example, BIPOC participants pointed out that technically sports registration processes are open to all, but yet registration by BIPOC people is slim to nil in some sports; these participants wanted to be sure that organizations pay attention to how they are intentionally or unintentionally excluding BIPOC in their programming and what the implications of this are.

In addition, participants were concerned about the consequences of a lack of continued funding for BIPOC communities; this can result in potential participants not bothering to take advantage of program offerings because they assume that the programming will be short-lived.



Policy Support

Regarding reviewing existing programming:

One example of how things might be done differently can relate to the issue mentioned immediately above. If a sports organisation notices that all, or primarily all, registered participants are white then there are many things they might do. First of all, they might ask if this is representative of who the location population is (Statistics Canada's census can help with this). If the answer is no, they can begin to ask themselves who are they leaving out? What barriers might exist to BIPOC registering? How might those barriers be removed? And is there currently a culture that supports the retention of BIPOC participants? If not, how can that be changed?

Regarding doing things differently:

As organizations get deeper into their anti-racist education they may learn that their programs (past or present) have done harm. Harm can take many forms including perpetuating harmful racist stereotypes, dismissing or minimizing racist comments, or shutting down BIPOC people when they speak about these issues. When organizations and individuals begin to see how they have participated in this kind of harm they should not turn away or sweep these issues under the rug. The harm needs to be identified, talked about, and addressed in order to help prevent future harm. Ignoring the harm, or staying silent on it, fosters a culture where it will continue.



Community Engagement

Building and maintaining relationships with community members is an essential part of most non-profit organizations. These policies add an anti-racist lens to those ongoing efforts.



What We Heard

Eight of nine participants in the stakeholder engagement sessions said that their organizations put efforts into community engagement as a way to counter racism (in fact, this was tied in first place with two other topic areas); only one individual felt that this area was one of the top three areas where organizations need the most anti-racist support.

That said, some participants talked quite a bit about the importance of building relationships of trust with BIPOC communities and BIPOC-led organizations. A couple of participants pointed out that they felt that BIPOC-led organizations are over-booked in terms of their capacity and that, as a result, some organizations were unsure how to build more connections with BIPOC communities.

Related References

CommunityWise Resource Centre (2017). *Anti-Racist Organizational Change: Resources Tools for Non-Profit. Calgary Alberta* https://communitywise.net/wp-content/uploads/2017/10/AROC-Resources-and-Tools_web.pdf (this document includes tips on engaging with community on anti-racism efforts)

External Communication

These policies are meant to represent both communications and marketing as well as the potential external advocacy efforts of organizations.



What We Heard

In the stakeholder engagement process, 5 of 9 people said their organization counters racism through its inclusive communications and marketing efforts; no one felt that this topic is amongst the three topic areas which need the most anti-racist support. In the realm of external advocacy, 7 or 9 said their organizations put efforts in this area and there was a general feeling that organizations do not need a lot more anti-racist support in this area (only 2 of 9 people felt this was in their top three areas where they need support).

There was some interesting dialogue around this topic, however. One participant who self-identified as white admitted that they did not know if their organization was communicating



inclusively because the whole organization was white and they did not know how they might learn if their communication was not inclusive. Other individuals' comments expressed how organizations avoid using racist language or content; it is worth noting that the policies included here extend these organizational efforts past "not racist" and towards anti-racist (see Kendi, 2019 for more on this distinction).

Related References

Kendi, I.X., (2019). *How to be an antiracist*. One World.

Implementation and Sustainability

Putting these policies to work and ensuring that they are maintained in the long-term are the foci of the implementation and sustainability-related policies.



What We Heard

There was a significant amount of discussion around the implementation and sustainability of these anti-racism policies. In fact, it may have been the topic that participants spoke about the most.

Several participants talked about the importance of starting this process with meaningful conversations within organizations; conversations that ensure that everyone in the organization understands how anti-racism is connected to their mission and to the community that they are serving. Participants also wanted assurances that this is not a tick-box exercise and many admitted that for this to be the case there has to be a lot of capacity building in the sector. BIPOC participants in particular worried that some organizations might adopt the guidelines without "doing the work" and that this could produce harmful outcomes.



Policy Support

Regarding implementation (9.1):

A successful implementation of anti-racism policies requires culture-building and trust. An environment must be created where change can happen and leadership has to continue to demonstrate their own integrity through the process (for example, if an anti-racism topic is outside of their scope they defer to - or seek out - others who can speak more to the topic).

In addition, organizations may face internal resistance to these changes, particularly if they are long-standing and/or large organizations. Smith and Rohde (2023) recommend that if resistance has been experienced organizations should monitor during implementation and should offer mandatory education and training.



Regarding sustainability (9.2):

In order to maintain changes over the long term, a culture and a process for accountability have to be established (and practiced) (see *Communities of Practice for more explanation regarding accountability practices*).

Related References

Smith, C.C. & Rohde, B. (2023). *Anti-racism and organizational change: A guide for employers*. <https://www.chrc-ccdp.gc.ca/sites/default/files/2024-02/Antiracism%20%26%20Organizational%20Change%20-%20A%20Guide%20for%20Employers.pdf>

Community of Practice

The anti-racism policies template does not currently have policies regarding a community of practice, but it became apparent to the consultants through this process that a community of practice could greatly benefit the organizations that seek to use this template.

A community of practice is “a group of people who share a common concern, a set of problems, or an interest in a topic and who come together to fulfill both individual and group goals” and they “often focus on sharing best practices and creating new knowledge to advance a domain of professional practice. Interaction on an ongoing basis is an important part of this” (Edmonton Regional Learning Consortium, 2016).

In a perfect world, each organization would have its own anti-racism committee; realistically, many non-profit organizations on PEI are too small to support that kind of structure, making this community of practice all the more important. An anti-racist community of practice can be a place where people seek support, generate ideas, build a collaborative spirit, and, potentially, build their capacity within themselves and their organizations.



What We Heard

The need for a collaborative approach, such as a community of practice, came up time and time again in the stakeholder engagement sessions. The potential benefits participants saw in this approach include:

- Increased reach and effect due to combined forces
- Benefitting from diverse perspectives, skills, and experiences
- Engaging learning and unlearning together
- Ensuring sustainability of efforts
- Helping spread capacity, knowledge, and skills more broadly through the sector



- Sharing barriers experienced and brainstorming solutions
- Keeping each other accountable

As much as participants loved the idea of a community of practice, they also shared some related questions which they feel need consideration:

Who will oversee its implementation and accountability structure?

Who will do the check-ins and what does that look like?

How to centre BIPOC experiences and expertise in this work while many people are at capacity?

How can this community of practice build a safer space for BIPOC participation?

These are important questions, but they are not insurmountable and could be explored during the process of creating a community of practice.

Related References

Anderson, P. (2021, June 28). *Building a culture of accountability: Advancing racial equity within your organization requires making accountability a cultural norm*. Stanford Social Innovation Review. https://ssir.org/articles/entry/building_a_culture_of_accountability#

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Russo, A. (2012, September 9). *10 Strategies for Cultivating Community Accountability*. https://transformharm.org/ca_resource/10-strategies-for-cultivating-community-accountability/



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