DIVERSEcity
community resources society

B.U.I.L.D.S.
Resource Guide

For People,
For Communities.

Land Acknowledgment

DIVERSEcity recognizes that our work takes place on the ancestral, traditional and unceded territories of the SEMYOME (Semiahmoo), q̓íc̓əy̓ (Katzie), kʷikʷəƛ̓əm (Kwikwetlem), q̓ʷɑːňƛ̓əň̓ (Kwantlen), qiqéyt (Qayqayt), xʷməθkʷəy̓əm (Musqueam) and the sc̓əwaθən məsteyəxʷ (Tsawwassen) First Nations.

The knowledge, traditions and ongoing contributions of these communities are significant in providing context to the work we do, and DIVERSEcity recognizes the importance that reconciliation has in building truly inclusive and strong communities.

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About DIVERSEcity

As a registered charity in British Columbia since 1978, DIVERSEcity connects people of all ages to inclusive, innovative and culturally safe programs and services. We have been strengthening communities for more than 45 years by helping people build the life they want.

Our organization offers inclusive, multilingual services for all ages, including newcomer settlement assistance, language training, employment resources, community engagement opportunities and mental health support.

About the Project

Through DIVERSEcity's B.U.I.L.D.S. (BIPOC Unified Inclusive Leading Organization Development for South Fraser) Project, we are supporting grassroots BIPOC organizations to help grow their services and impact in the community by accessing Immigration, Refugees and Citizenship Canada (IRCC) federal funding.

It's about levelling the playing field for you to expand your reach in the settlement sector and focus on institutional growth and greater service delivery.

Thank You to our Funder

Immigration, Refugees and Citizenship Canada (IRCC) serves as a vital partner and funder for settlement programs, enabling us to deliver impactful services to immigrants, refugees, and newcomers to Canada. With IRCC's support, we can fulfill our mission of facilitating the settlement, integration and success of newcomers in their new communities. Their commitment to supporting initiatives like the B.U.I.L.D.S. Program reflects their dedication to the wellbeing and prosperity of newcomers, aligning closely with our program's objectives to strengthen the capacity of BIPOC-led grassroots organizations.

We are grateful for IRCC's investment in our program and value our strategic partnership aimed at addressing the needs and challenges faced by BIPOC-led grassroots organizations. Through collaboration, accountability and transparency, we strive to maximize the positive impact of IRCC's funding, ensuring that BIPOC-led grassroots organizations receive the support and resources they need to thrive in the settlement sector.

About the Resource Guide

Through the B.U.I.L.D.S. Project, we've partnered with four stakeholder partners who have shared their expertise through written materials and engaging webinar presentations on critical capacity-building topics: Indigenous Knowledge, Equity, Diversity, and Inclusion (EDI), Research/Data Collection, and Financial Management. This content was developed by Kim Haxton, Muhi Bakini, the UFV Community Health and Social Innovation Hub (CHASI), and Humanity Financial, all of whom graciously permitted us to compile their written materials into a cohesive Resource Guide. This Resource Guide and webinar series are thoughtfully designed as self-paced learning tools, offering accessible and practical educational content aimed at strengthening the organizational and service capacities of B.U.I.L.D.S. organizations.

The B.U.I.L.D.S. program at DIVERSEcity Community Resources Society recognizes the contributions of these partners and their expertise, which play an essential role in shaping this Resource Guide, enabling us to offer valuable educational resources to B.U.I.L.D.S. organizations.

For access to the webinar presentations, please visit the B.U.I.L.D.S. webpage on the DIVERSEcity Community Resources Society's website: B.U.I.L.D.S. Project - DIVERSEcity Community Resources Society (dcrs.ca).

Indigenous Knowledge

Achieving the Calls to Action
from the Truth and Reconciliation Commission

### *Creating Dialogue for Understanding*

Our culture is complex, deeply influenced by colonialism, which impacts us all. However, we're often discouraged from recognizing these effects. By delving into Canada's history with Indigenous peoples, organizations can illuminate these impacts, sparking dialogue that shapes understanding and fosters accountability to the 94 Calls to Action.

Land Acknowledgments

Land acknowledgments are a recognition of the Indigenous peoples who lived on the land for thousands of years. Acknowledgments often take place at the beginning of meetings and events. Thoughtful land acknowledgments help to contextualize the history that people know about Canada and to start to undo that colonial history.

It is a way of recognizing and honouring Indigenous peoples' innate kinship to the land since time immemorial and the rights and title they have to their homelands.
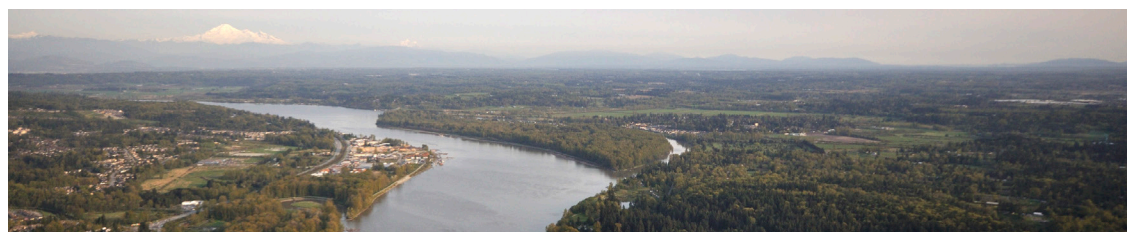
Positioning Yourself for Dialogue

- Understanding Canada's history requires acknowledging its complexity. To stand in solidarity with Indigenous peoples requires settlers to hold the complexity of being at once, overwhelmed, repulsed, disgusted, angry and heartbroken in the face of human atrocity, while simultaneously realizing that you are the direct beneficiary of it.

- As citizens and residents, we share a collective responsibility to shift from defensiveness to ethical action and solidarity

- Indigenous peoples land-based laws and protocols ensure that the land is taken care of for future generations. This represents a difference in Western and Indigenous world views when it comes to the protection and safety of the earth, waterways, land and consumption of resources, resulting in historical and current atrocities and oppression.

History of Canada: An Overview

The **Doctrine of Discovery** is a legal and religious concept arising from the Papal Bull of 1493, and has been used for centuries to justify Christian colonial conquest. It advanced the idea that European peoples, culture and religion were superior to all others and through Terra Nullius, that empty lands could be claimed by the nations of the explorers.

Prior to contact, it is said that there were 90 to 110 million Indigenous people living in North America. When the first settlers arrived in Canada, they were dependent on the knowledge of Indigenous people on how to survive on the land. Indigenous peoples were crucial to early European explorers' survival in unfamiliar territories, and later were valuable military allies in wars between Canada and the United States in the 17th and 18th centuries.

The Indian Act was a tool to assimilate Indigenous communities into Canada. During colonization, protocols and Indigenous law systems embedded in cultural practices were outlawed by the Indian Act from 1884 to 1951. Indigenous people were often arrested if they were caught practising ceremonies or hunting. The reserve system was also set up by the Act which restricts access to traditional hunting grounds and territories.

For a period from 1831 to 1996, First Nations, Inuit and Métis children were taken from their families and communities to attend residential schools which were often located far from their homes. More than 150,000 children attended Indian Residential Schools. Many never returned. The first church-run Indian **Residential School** was opened in 1831. By the 1880s, the federal government had adopted an official policy of funding residential schools across Canada.

The Sixties Scoop refers to a period, primarily throughout the 1960s, when Indigenous children were taken or "scooped away" from their birth families and communities, usually without the consent of their families and bands. The children were adopted into predominantly white middle-class families throughout North America. It was a tool of assimilation which disconnected children from their identity. Ongoing child removal through the foster care system has seen the number of Indigenous children in care growing from 54% to 57% of children in care in BC despite the Calls to Action of the Truth and Reconciliation Commission.

The explicit intent was to separate these children from their families and cultures. The distinct cultures, traditions, languages and knowledge systems of First Nations, Inuit and Métis peoples were eroded by forced assimilation. The effects of the abuses of residential schools, separation from families and cultural identities have created intergenerational trauma, the pain of which is felt in communities to this day.

Interrupted Land Use, Treaties and Unceded Lands

Secwépemc elder, Arthor Manuel, described colonialism as having three components: dispossession, dependency and oppression. It started with the lands that were stolen from Indigenous peoples. They were forced onto smaller and smaller reserves representing only 0.2% of the landmass in Canada. With no access to hunting and fishing, dependency was further created through the Indian Act and welfare. This devastated the social, political, economic, cultural and spiritual life of Indigenous peoples.

Treaties are storied political relationships consolidating sacred bonds with peoples and they were not about cessation of Indigenous land or surrender of title, however colonial recognition of land rights resulted in 11 treaties many of which were never upheld.

In British Columbia, 95% of the land was never ceded as there were no formal agreements to share or to give the land to another party. Therefore we often say lands, such as Vancouver, are unceded traditional territories.

Reconciliation: A Call to Action

There are a total of 94 Calls to Action aimed at addressing systemic injustices faced by Indigenous peoples in Canada. These encompass various areas including Child Welfare (Calls to Action 1-5), Education (Calls to Action 6-12), Language & Culture (Calls to Action 13-17), Health (Calls to Action 18-24) and Justice (Calls to Action 25-42).

Many of the Calls to Action focus on rectifying the impacts of genocide in Canada. Additionally, the Reconciliation Calls to Action (Calls to Action 43-94) comprise 17 subcategories of measures, aiming to promote inclusion, educate the broader population and establish practices to advance reconciliation efforts.

Indigenous Resurgence and Decolonization

Indigenous resurgence is a transformative movement of resistance, centered on regenerative nation-building and reconnecting with family, community and the land. This resurgence is evident in ceremonial practices, language revitalization, arts and practices like Indigenomics, which emphasize caretaking and wealth sharing.

Decolonization is about securing cultural, psychological and economic freedom for Indigenous peoples, ultimately aiming for Indigenous sovereignty. This path forward involves creating just and equitable systems, addressing inequalities through education, dialogue, communication and action. Challenging both conscious and subconscious racism is crucial in the decolonization process.
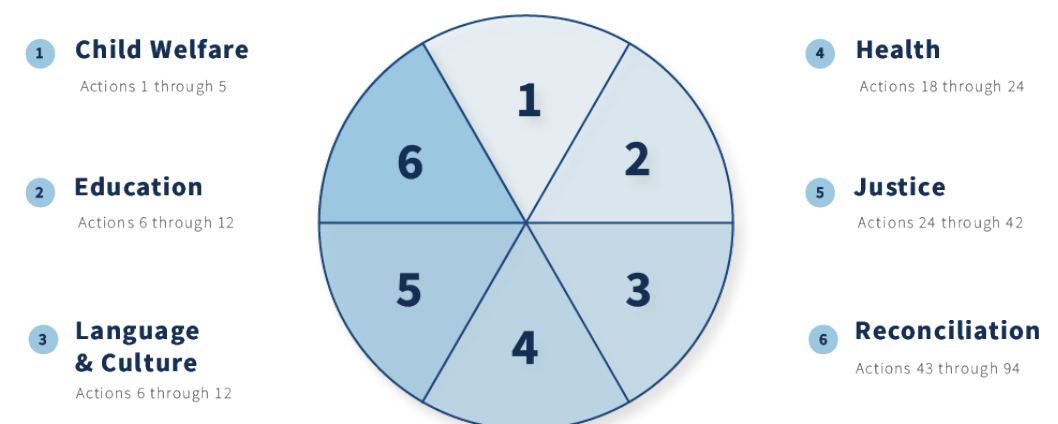
Non-Indigenous individuals in settler-colonial societies can begin by asking critical questions: Whose land do I live on, and which nation does it belong to? They should consider who they should listen to and collaborate with to support Indigenous sovereignty and justice.

94 Calls to Action

1 **Child Welfare**
Actions 1 through 5

2 **Education**
Actions 6 through 12

3 **Language & Culture**
Actions 6 through 12

4 **Health**
Actions 18 through 24

5 **Justice**
Actions 24 through 42

6 **Reconciliation**
Actions 43 through 94

A Path Forward

By Joanna Macy

Engage in action and take tangible steps to enact change.

Seek guidance from those with deeper understanding and establish support networks to advocate effectively.

Take ownership of your learning journey by reading, reflecting and posing questions. Embrace lifelong learning, even when it's uncomfortable, as understanding colonialism and Canada's history is an ongoing and challenging endeavour. (see resource list on p.14)

Engage in self-reflection to recognize and challenge your assumptions and biases.

Reevaluate everything you've been taught about Indigenous peoples and the lands you inhabit, and actively strive for more informed conversations.

Encourage individuals and organizations to prioritize learning, acknowledging, and comprehending reconciliation and the decolonization of wealth.

Achieving Truth and Reconciliation Calls to Action: Resource List

- Yellowhead Institute – the Yellowhead Institute is an Indigenous-led research and education centre based in the Faculty of Arts at Toronto Metropolitan University.

- Truth and Reconciliation Commission Calls to Action

- United Nations Declaration on the Rights of Indigenous Peoples | Division for Inclusive Social Development (DISD)

- Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls: Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls

- Beyond 94 | CBC News – a document that has each of the sections on the TRC and the progress on each of the calls to action

- 8th Fire, University of Toronto online course exploring Indigenous ways of knowing, featuring Wab Kinew: Episode 1 / Episode 2 / Episode 3 / Episode 4

- How to be an Ally to Indigenous People: A White Paper in the Spirit of a Red Paper

- David Suzuki Foundation Land Governance Series: Past / Present / Future

Non-Fiction Books

- Whose Land Is It Anyway? A Manual for Decolonization | fpse

- Braiding Sweetgrass: Indigenous Wisdom, Scientific Knowledge, and the Teachings of Plants by Robin Wall Kimmerer

- Unsettling Canada: A National Wake-Up Call by Arthur Manuel

- The Reconciliation Manifesto: Recovering the Land, Rebuilding the Economy by Arthur Manuel

- The Inconvenient Indian: A Curious Account of Native People in North America by Thomas King

- 21 Things You May Not Know About the Indian Act by Bob Joseph (Gayaxala)

Media Representation

- "Bones of Crows" (2022) drama film directed by Marie Clements

- "SGaawaay K'uuna - Edge of the Knife" (2018) drama film directed by Helen Haig Brown and Gwaii Edenshaw

- "Angry Inuk" (2016) documentary film directed by Alethea Arnaquq-Baril

- "The Body Remembers When the World Broke Open" (2019) film drama directed by Elle-Maija Tailfeathers

- "The Grizzlies" (2018) drama/sport film directed by Miranda de Pencier

- "Indian Horse" (2017) film drama directed by Stephen Campanelli

- "Kanehsatake: 270 Years of Resistance" (1993) documentary film directed by Alanis Obomsawin

- "Monkey Beach" (2020) mystery/drama film directed by Loretta Todd

- "Moosemeat & Marmalade" (2014) series by APTN with five seasons

- "Red Earth Uncovered" (2018) series by APTN with two seasons

- "Skindigenous" (2018) series on APTN with two seasons

- "Trickster" (2020) CBC series

- "Reservation Dogs" (2021) series by FX Productions with one season and upcoming second season

Glossary

Colonization is invasion:

A group of people taking over the land and imposing their own culture on other peoples territories for financial benefit. Modern colonization dates back to the Doctrine of Discovery in the 15th century, as European nations sought to expand their influence and wealth. In the process, representatives of these countries claimed the land, ignoring the Indigenous people and erasing Indigenous sovereignty everywhere it went.

Cultural genocide:

Raphael Lemkin, the Polish lawyer who is credited with the concept of genocide in general, also coined the phrase "cultural genocide," referring to the destruction of either tangible or intangible manifestations of a group culture. In this context it is particularly important for understanding with Indigenous people because mass killings or instances of direct physical destruction occurred in Canadian history.

But, there are many cases of policies whose indirect intent was to destroy culture at the very least, and First Nations would argue the upshot was the same — the end of them as a people. Tacking on the word "culture" somehow signals something was less than real genocide. Instead, scholars are arguing that destroying a group's culture amounts to genocide plain and simple, with no need for a qualifier that softens the blow (Mary Agnes Welch, "The Genocide Test," Winnipeg Free Press, July 12, 2014, accessed Nov. 25, 2014.)

Indigenous sovereignty

Arises from Indigenous Traditional Knowledge, belonging to each Indigenous nation, tribe and community. Traditional Indigenous knowledge consists of spiritual ways, culture, language, social and legal systems, political structures and inherent relationships with lands, waters and all upon them. Indigenous sovereignty exists regardless of what the governing nation-state does or does not do. the right and ability of Indigenous people to practice self-determination over their land, cultures, and political and economic systems. The Indigenous Environment Network.

Glossary

Royal Proclamation of 1763

The official recognition of an Indigenous self-government was enacted in the Royal Proclamation of 1763, which designated land and resources to Indigenous groups.
The Proclamation came after the British defeated the French and took over New France (present-day Quebec).

Collective right relationship on the land

is understanding all of our responsibilities to Indigenous Nations. Land is the terrain upon which all our relations play out, and it can even be seen as a living thing itself, constantly shaping and being shaped by other life forms. Land isn't just a place, it's also a territory, which implies political, legal and cultural relationships of jurisdiction and care.

Decolonization

is about "cultural, psychological, and economic freedom" for Indigenous people with the goal of achieving Indigenous sovereignty decolonization is a path forward to creating systems which are just and equitable, addressing inequality through education, dialogue, communication, and action. (Vinita Srivastava The Conversation What is decolonization?)

Settlers

A term used to describe all of those who have come to live in Canada since European colonization. This term often comes with the recognition that settlers have made home on lands that were already held and inhabited by Indigenous peoples.

Equity, Diversity & Inclusion

Equity, Diversity and Inclusion guide for grassroots BIPOC organizations

Racism and colonialism

"...we must not forget that white racism was from the start a vehicle for classism; its primary goal was not to elevate a race but to denigrate a class. White racism was thus a means to an end, and the end was the defense of Virginia's class structure and the further subjugation of the poor of all 'racial' colors." — Rev. Thandeka

As captured by the quote above, racism is, in essence, an economic project. The enslavement of Blacks, oppression of BIPOC and exploitation of poor whites is to degrade the working class and exploit it to enrich the capitalist upper class.

Unlike racism, colonialism prioritizes Indigenous lands over Indigenous labour. Before it regards land as empty, it empties Indigenous peoples of their humanity, justifying their elimination, seizing their land and then employing racialized people, poor white people, immigrants and others as cheap labour.

These twin processes of dehumanization and exploitation provided vital insights:

Firstly, BIPOC's employment and entrepreneurial and enterprising initiatives will inevitably face institutional and systemic challenges. These systems and institutions are designed to serve the privileged and wealthy.

Secondly, understanding that racism seeks to mask classicism, inequality and exploitation by pitting the exploited and marginalized against each other allows members of these disadvantaged groups to unite and collectively organize to realize their shared interests.

Community organizing

BIPOC-led and BIPOC-serving organizations should appreciate that they can't build inclusive organizations or institutions by arguing over who has been most victimized; they will build them by organizing all the victims. The policies of Solidarity and recognition of shared interests contribute to robust EDI policies.

Additionally, the logic of collective organizing is tilted in favour of the privileged and wealthy. What is the logic of collective organizing? It argues that since private interests (business and economic) tend to concentrate, they are easy to organize. In comparison, public and collective interests are diffuse, so they will be challenging to organize. Competing for victimization then, also known as the Oppression Olympics, will undermine the efforts to achieve shared goals, end oppression and re-distribute opportunities and resources.

Anti-racism framework

Enterprising BIPOC organizations and members will need to analyze oppressive structures and systems through an antiracism lens. Since racism aims to musk inequality and exploitation, an antiracism framework must expose what racism seeks to conceal (inequality and exploitation) and suggest inclusive and equitable alternatives.

This requires an understanding of how race and structural racism play a role in the lived experiences of racialized communities and the collective actions that need to be taken to examine, identify and address the harmful impacts.

Intersectional analysis

BIPOC organizations will need to consider the intersection of race with other factors such as sexuality, gender, class, disability, geography and culture to understand better the priorities of the most marginalized members of racialized communities to create holistic solutions and strategies. Alternatively, BIPOC organizations must not assume that they have a monopoly over victimization. The pervasive economic exploitation resulting from the capitalist system creates far-reaching vulnerabilities, impacting non-BIPOC demographics as well.

For example, the rising inflation rates, astronomical costs of housing and post-secondary education resulting from the commodification of housing and education, employment precarity due to automation of labour and jobs dislocation beyond national borders and the displacement of Indigenous Peoples by resource development projects present legitimate vulnerabilities that need to be organized through an anti-racist and anti-colonial framework. Racists and private interest groups size upon these vulnerabilities to blame immigrants and minoritized groups and or justify inequality and exploitation. Therefore, anti-racist and EDI policies need to leverage these vulnerabilities for equitable outcomes.

Ethics and Values

To safeguard against oppression and continuous exploitations and capitalize on opportunities, BIPOC organizations will need to:

Vision: Present an alternative vision that is inclusive and non-exploitative.

Mission: Commit themselves to a specific mission, enabling the realization of the vision.

Core values: Articulate clear values and visibly display them.

Before deciding on functional/core values, determine what you value intrinsically. A BIPOC organization with an anti-racism lens values Indigenous peoples, Indigenous land, people/humanity at large and the environment.

Categories of instrumental/functional values to have

1. **Difference:** this includes values such as diversity, inclusion, equity, individuality, autonomy, independence

2. **Sameness:** this includes equality, community, collectivity, solidarity, coalition, social change

3. **Competence:** excellence, creativity, thoughtfulness, hardworking, soft skills, language, emotional and cultural intelligence

4. **Transcendence:** compassion, empathy, humanity and enthusiasm

5. **Leadership:** accountability, responsibility, wisdom.

Hierarchy of instrumental values

BIPOC organizations recognize that values do not exist in a vacuum; they are shaped and influenced by cultural norms and expectations. As such, these cultural expectations create a four-tiered hierarchy of values ranging from hard (low values) to high (extremely valuable).

Significance of diversity

1. On average, companies/organizations with greater diversity in their work forces achieve over 19% increase in innovation-related advantage.

2. Diversity generates better strategies, better risk management, better debates and better outcomes.

3. Diversity jolts people into cognitive action in ways homogeneity simply does not. When disagreement comes from a socially different person, we are prompted to work harder.

4. Proper management of diversity is correlated with peace, harmony and unity.

Untapped opportunities

According to a McKinsey Report, if women are given the tools to achieve their maximum potential, they can add $12 trillion to global GDP.

The racial gap will cost $ 1.5 trillion in the United States alone by 2028. Similar opportunities exist in Canada; a socially conscious BIPOC organization would capitalize on such opportunities.

Benefits of hiring immigrant and newcomers

1. Immigrant employees bring diverse cultural knowledge and global skills that direct businesses to better compete in the world market.

2. These skills include speaking languages other than English and attracting a broader client base in Canada and other countries.

3. Research shows that hiring immigrants leads to a more effective organization, as employees bring new skills and perspectives, or "the diversity advantage."

4. Many immigrant workers are highly skilled and bring cutting-edge knowledge to Canada. In 2021, the top five occupations of principal applicants were: "information systems analysts and consultants; software engineers; computer programmers and interactive media developers; financial auditors and accountants; and administrative assistants."

Research and Data Collection

Community-Based Research Tips

Presented by CHASI

*The content in this resource guide is provided for general information purposes only and does not constitute legal or other professional advice or an opinion of any kind.

Understanding the communities that organizations serve is an important part of community work. One important tool that organizations can use to understand the communities they serve is research.

What is Research?
Western Sydney University defines research as

"the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings.
This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes."

Why is Research Important?

Understanding the value of research is important. Without a solid understanding of the value of research, organizations may not be optimizing its use.

- Research can help organizations better understand the populations they are working with

- Research can help guide organizations towards different solutions for the issues they are facing

- Research can help provide organizations with better information to understand and optimize service provisions leading to generating solutions to issues that emerge during service provision

- Research can provide the opportunity to track changes over time and this can aid organizations in improving their programming

- Research can provide evidence to support innovative approaches to solving problems

Example: As an organization, we want to better understand the social impact of natural disasters like the Abbotsford flooding event of 2021.

For example, what are the social impacts of a natural disaster? What are the needs of the community I'm in when a natural disaster strikes?

See After the Flood Report for an example

Coming up with a Research Idea

A research idea usually comes up one of two ways when working at a service organization.
You might be sparked by interactions at your organization, or you might be interested in better understanding your clients/services.
For example, imagine you start noticing a different population (perhaps varying by age, gender, ethnicity, etc.) accessing your organization's services. You naturally will wonder...why?

While you may have your theory as to why this is the case, research will allow you to systematically understand what's going on.

Additionally, as a service provider you will have an excellent understanding of your clients, but you may also want answers to questions like what are some of the key issues that your clients are facing or what is the demographic make-up of your clients?
Collecting data in a systematic way can help answer those questions and subsequently strengthen your organization. Another reason why research and data collection are important is that you can use this data to help support funding opportunities. That might be important when trying to get donors on board or when trying to apply for grants.

Research Process

Usually, the first step before you begin the research process is called the "literature review".
This is where you look at what existing "literature" is already out there. Often, in academia, literature will consist of peer reviewed journal articles, but other sources can also be helpful to get you started with methodologies that as well as a contextual understanding of the situation.

These resources can include:

- News articles
- Government or NGO reports
- Podcasts
- Documentaries

For an excellent resource on identifying misinformation online please see the link below:

Dr. Carin Bondar: Living in a Post-Truth Society — identifying misinformation online

Below you will find a simplified version of the research process. This is a process that you can follow in order to undertake your research. Generally, this is a linear process, but can be adapted in order to suit the needs of your organization.

1. Observing
What are you noticing about your organization, your clients, or the community around you? Are you identifying an emerging need in the community, or a population that could benefit from your services? These are a few examples of observations you could make. Try to write down your observations as they will help shape the rest of your research.

2. Purpose
This is where you determine what the purpose behind your research is. This could include improving service delivery, better understanding a new or emerging community population, or simply documenting who and how many people are accessing your services. Understanding the purpose of your data collection is imperative as it helps shape how you plan to collect the data.

3. Plan
This important step is where you will determine your methodology (how you are going to answer the research question). Is this something where you will want quantitative (i.e. numerical) data? Or would qualitative (i.e. interviews or focus groups) be more useful in answering your question? This is also where you determine what questions you will be asking, what demographics you are most interested in collecting data from, as well as how you might want to report the data out.

4. Collection
This data collection stage is perhaps the most critical, as this is where you are systematically collecting your data. Also, this step is where you would use your chosen methodology to obtain data. Usually, you also set a data collection window of time (for example, interviews over a 2-3 week period) however, if you are analyzing intake/exit form type of data, then perhaps you would want to go on an annual basis (for example, in January 2023, you would begin analysis of all cases from January 2022-December 2022).

5. Analyze
The analysis stage is where you "crunch the numbers" (if using quantitative analysis) or patterns and themes (if using qualitative analysis). This is where you can observe changes or emerging or existing issues with respect to the community you serve. For example, you might find increases/decreases in service use.

6. Report the findings
Reporting the findings will look different depending on your purpose. Most often, a report or summary document can be a useful way to disseminate the information you find. You may also find that infographics, short videos, or a website could be useful in disseminating your results.

7. Documenting the process for next time
This is the final step where you make notes of any roadblocks encountered, your experiences as you went through the research process, as well as lessons learned for next time.

→ *Indigenous Research Methodologies*

"Indigenous research methodology means talking about relational accountability. As a researcher you are answering to all your relations when you are doing research." (From **What is an Indigenous Research Methodology?** In Canadian Journal of Native Education, 2001, p. 177). Some examples of Indigenous research methods include storytelling, personal reflections, sharing circles, art creation and so forth.

Further Resources on Indigenous research methodologies can be found at the **University of British Columbia** and the **University of Alberta**

Community-based participatory research

"A collaborative research approach that equitably involves community members, researchers, and other stakeholders in the research process and recognizes the unique strengths that each bring. The aim of CBPR is to combine knowledge and action to create positive and lasting social change." **(Collins et. Al, 2018)**.

Further resources on Community-based participatory research can be found at the **University of Kansas**

Qualitative research

A method used to collect data from open-ended, conversational discussions. Below are two of the most common qualitative research methods.

Interviewing: This research method is conducted by asking select questions to an individual face-to-face, over the phone, or online. The structure of one's interview questions can be pre-determined or have some degree of flexibility.

Focus Groups: This research method is very similar to interviews, yet they involve more than one person. Often, this method is useful as it is more time efficient.

Quantitative Research: A research method that is used to quantify the collection and analysis of numerical data. The most common form of quantitative research in social sciences is surveys.

Surveys: This research method is conducted by sharing a pre-determined set of questions to a sample of individuals.

For further support on survey creation, please see **Duke University**

Tips for creating an excellent survey
Sourced from Lucia Chung at Delighted by Qualtrics

- Avoid leading questions
- Avoid loaded questions
- Avoid double barreled questions
- Avoid using jargon

- Avoid overlapping scales
- Avoid double negatives
- Think about utility and aesthetic
- Use a Likert scale

Likert Scale:

| Very Bad | Bad | Neutral | Good | Very Good |
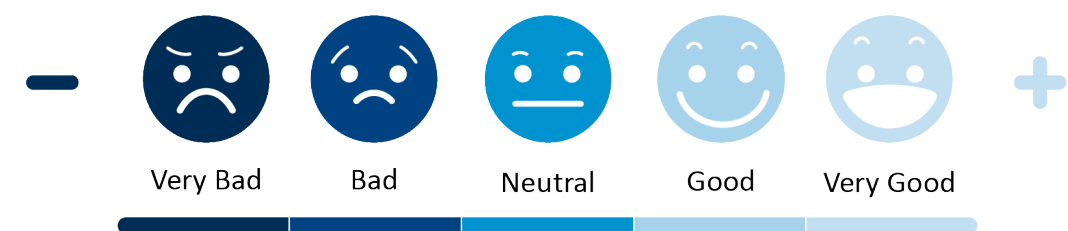
Demographics

Demographic information can provide us with a better understanding of who our organizations are serving. Demographic data should be collected in a way that is respectful, since it is often closely linked to components of identity. Demographic categories often include age, race/ethnicity, socio-economic status, gender, residency and education, among others.
McMaster University provides key questions for consideration when conducting research on demographic data. Some of the questions they recommend asking as you create a survey include:

1. Is collecting this information necessary?
2. Are the questions inclusive?
3. Should I include a response option such as "prefer not to answer"?

Advancing equity with data collection (from the Government of British Columbia)

Best practices in equity, diversity and inclusion in research practice and design
(from the Government of Canada)

Community Engagement in the Research Process

Community engagement in the research process should include the following five components. Whether you are looking to partner with a local institution, university, other organization or consultant, you should ensure that your mutual relationship is built on the following components:

Trust

It is important to spend time building trust with your community and collaborators, as well as look for collaborators that already have built trust within the community.

Alignment

Ensure that you have aligning goals and purposes and look for collaborators that are truly interested in answering your organization's specific issues.

Humility

Make sure that you and your community partners are willing to learn together, acknowledge mistakes as well as celebrate achievements.

Flexibility

Be prepared to be flexible yourself, and look for partners who are willing to do the same

Creativity

Look for community partners who understand different ways of valuing and accessing knowledge

For additional resources, please see the Canadian Institute for Public Safety and Research Treatment's Beginner's Guide to Community Based Research.

Optimizing Data Collection for Funding

Data collection and research can be a key way to enhance applications for grants and funding opportunities. Depending on the workflow, you may want to consider what types of data collection (such as intake forms, progress reports, exit forms, or more pointed research) will be most beneficial to strengthen your organizations' funding applications.

For further information see this non-profit data collection resource and this resource on optimizing data collection. You want to be able to justify why you are asking for the grant. By collecting the right information and data about your programming, you will be better positioned to answer the appropriate grant questions.

There are lots of funding opportunities available for organizations to conduct their own research to better understand issues as well as connect with other community organizations who are working in the same space.


Tracking your Data and Making Use of a Database

Having an organized and smooth process for data tracking will save you a lot of trouble in the end. It can also be extremely useful to have a database when relevant grants come up. Having your data available and ready is one of the best ways to ensure that you are ready to apply for grants as they come up. You can also make use of this kind of database to track donors.

Ethics, Anonymity and Confidentiality

Please ensure that you are following all organizational and legal laws, rules and regulations with respect to data collection and privacy protection.

Four Pillars of Consent
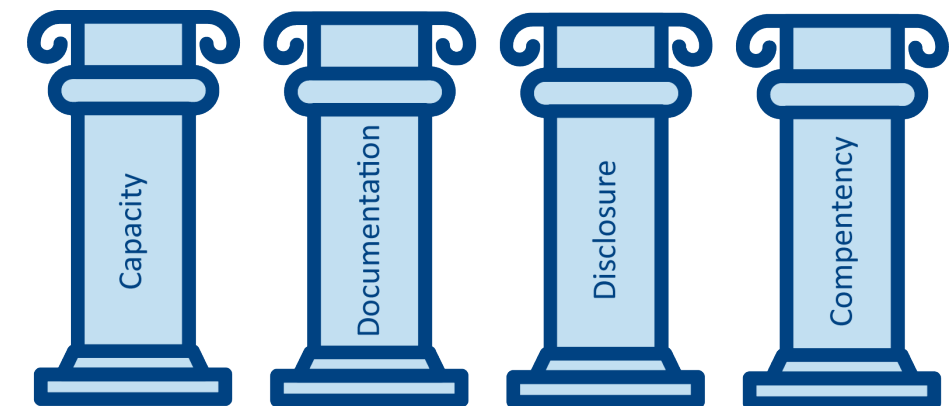
The Four Pillars of Consent include: decision capacity, documentation of consent, disclosure and competency. Obtaining consent in a culturally appropriate way is imperative to ensuring you are conducting ethical research.

For your research participants, ensure you let them know what information you will be collecting, why you are collecting this data, who will have access to this data and for what purpose they you be accessing it.

What is confidentiality and anonymity?

Confidentiality: "An ethical and/or legal responsibility of individuals or organizations to safeguard information entrusted to them from unauthorized access, use, disclosure, modification, loss or theft." (Government of Canada)

Anonymized Information is defined as "information that is irrevocably stripped of all direct identifiers – e.g., name, social insurance number, health number, etc., – and where both the risk of reidentification from remaining indirect identifiers is low." (Toronto Metropolitan University)

Take the free TCPS-2 course on research ethics to learn more about your responsibilities when conducting research: https://tcps2core.ca/welcome

Examples of Frequently Used Research Tools

- Survey Monkey

- Google Forms

- Case Records Management (CRM) system: It is extremely important to create an easy system whereby you can convert the data collected into a database.
  This does not require something very sophisticated, but rather it should be user-friendly and adaptable. Utilizing Microsoft Excel can be an excellent tool to create a database. If you would like further information on how to use Microsoft Excel, please contact CHASI.

If you have any questions,
Please reach out to the Community Health and Social Innovation Hub:

chasi@ufv.ca

CHASI Community Health & Social Innovation Hub

Financial Management

As a new executive director of a Canadian charity or nonprofit, understanding financial governance is crucial for ensuring the organization's sustainability and compliance. While there are many resources available, this curated list offers essential readings and tools to help you get started on key topics such as budgeting, financial reporting, internal controls, and board governance. These resources will provide a solid foundation for managing your nonprofit's finances effectively and confidently.

THINKING OF INCORPORATING?

The resources below provide detailed information on the ins and outs of incorporating a non-profit as well as the extra requirements needed to register a charity.

Legal and Regulatory Requirements:

- Canada Revenue Agency (CRA) Charities Video Gallery – a guide on charity compliance

- Canada Revenue Agency (CRA) Operating a Registered Charity Toolbox

- Imagine Canada Charity Tax Tools

THINKING OF WHAT GOOD LOOKS LIKE WHEN SETTING UP AN ORGANIZATIONAL STRUCTURE?

The resources below provide detailed information on some key areas to consider right from the beginning to set your organisation up for success.

Five Stages of Financial Wellness for Social Purpose Organizations

At Humanity Financial Management Inc we believe in the importance of bringing attention to the critical role the finance function and financial information can play in achieving an organisations' mission. Financial information, when timely and accurate, opens an exciting door to making informed operational and strategic decisions that mitigate risk and take advantage of opportunities. It can be transformational.

Our Theory of Change, the Five Stages of Financial Wellness for Social Purpose Organisations underpins all we do. We are excited to share it with you.

Overview of the Theory of Change

- https://www.linkedin.com/pulse/5-stages-financial-wellness-humanity-financial

Stage 1 – Financial Crisis

- https://www.linkedin.com/pulse/exploring-stage-1-financial-crisis-humanity-financial

Stage 2 - Financial Fragility

- https://www.linkedin.com/pulse/exploring-stage-2-financial-fragility-humanity-financial

Stage 3 - Financial Stability

- https://www.linkedin.com/pulse/exploring-stage-3-financial-stability-humanity-financial

Stage 4 - Financial Strength

- https://www.linkedin.com/pulse/exploring-stage-4-financial-strength-humanity-financial-h3xjc

Stage 5 - Financial Liberation

- https://www.linkedin.com/pulse/exploring-stage-5-financial-liberation-humanity-financial-hh3ac/

Board Governance

Board Roles and Responsibilities: Financial oversight by the board, fiduciary duties.

- CPA Canada – Governance for Not for Profit Organizations
- CPA Canada – Not for Profit Governance: Summary Resource Guide
- CPA Canada – Not for Profit Governance Fundamentals: Board Basics for the NFP Director
- Board Source – collection of resources that support effective governance

Financial Management

Certified Non-Profit Accounting Professional (CNAP) Course. Designed specifically for Canadian non-profits and covers legal, tax, governance, accounting, internal financial management and external financial reporting

Internal Controls

- Humanity Financial – Internal Controls for Small to Mid-Size Non-Profit Organizations and Charities
- Charity Village & Humanity Financial – webinar Critical Financial Controls for Small to medium Non-Profits
- Imagine Canada – Sector Source resources and sample policies

Financial Compliance

- [Canadian Charity Legal Checklist](#) by Mark Blumberg for Charity Village

Risk Management

- Imagine Canada – [Risk Management](#)

WANT TO DIVE A LITTLE DEEPER ON UNDERSTANDING FINANCIAL STATEMENTS?

The resources below provide detailed information on some key financial concepts.

Budgeting

- Charity Village & Humanity Financial– [Budgeting for Nonprofits](#)

Financial Reporting

- Charity Village & Humanity Financial webinar – [How to Read and Understand Financial Statements](#)

- CPA Canada – A guide to financial statements for not for profit organizations

Training and Resources for Continuous Improvement

Professional Development, courses, certifications, workshops.

- [Certified Non-Profit Accounting Professional (CNAP)](#) Course. Designed specifically for Canadian non-profits and covers legal, tax, governance, accounting, internal financial management and external financial reporting

- Color Accounting – introduction to accounting

- [Certified Professional Bookkeepers of Canada](#) offers various courses and webinars around bookkeeping

- [Charity Village](#) – How Fundraising Works Course

- Humentum – a [wide variety of courses](#) for NFP available. US organization supporting non-profits around the world

WANT TO EXPLORE SOME OPPORTUNITIES THAT CAN BE OPENED AS AN INCORPORATED LEGAL ENTITY?

The resources below provide detailed information on some of the doors that begin to open after incorporating a non-profit.

Fundraising and Revenue Generation

- IKEA Canada – [Learning resources](#) around capacity building, including workshops and webinars around planning for sustainable revenue streams and grant writing

- Humanity Financial – [Capacity building (unrestricted) Grant Scan](#)

- Imagine Canada – [Grant Connect](#)

WANT TO STAY UP TO DATE ON THE LATEST IN THE NON-PROFIT SECTOR?

The resources below provide detailed information on some of the doors that begin to open after incorporating a non-profit.

Fundraising and Revenue Generation

- CRA Electronic Mailing List - [Charities and giving, what's new,](#) includes notices of upcoming webinars

- Blumberg's Charity Law List – [Stay up to date](#) with developments.

- Carters Charity Law Update – [changes in law](#) affecting charities and non-profit organizations.

- Imagine Canada - [Risk Managment](#)

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FINANCIAL MANAGEMENT INC.

Thank You!

We are delighted to present the B.U.I.L.D.S. Resource Guide, a comprehensive and insightful compilation designed to support our B.U.I.L.D.S. community in various areas, including Indigenous Knowledge, Equity, Diversity and Inclusion (EDI), Research and Data Collection, and Financial Management.

This guide would not have been possible without the invaluable contributions and expertise of Kim Haxton, whom we thank for sharing profound insights and knowledge on Indigenous perspectives. Your contributions have enriched our guide with essential cultural understandings and practices that are crucial for fostering respect and collaboration with Indigenous communities.
We thank Muhi Bakini for providing engaging content on EDI, which has provided our readers with a deep understanding of the importance of inclusivity and the practical steps needed to highlight these principles in their organizations.

We thank the UFV CommunityHealth and Social Innovation Hub (CHASI); we greatly appreciate your detailed content and methodologies on research and data collection. Your expertise has equipped our audience with the tools and techniques necessary to conduct thorough and ethical research, ensuring data integrity and reliability. We 'd also like to thank Humanity Financial; your practical advice and strategies on financial management have been incredibly valuable. Your ability to simplify complex financial concepts has made it easier for our readers to understand how to manage their finances effectively and confidently.

A special thanks to Burst Creative Group for putting the Resource Guide together; your creative vision and skillful design have brought our Resource Guide to life. The visually appealing and user-friendly layout you have created enhances the reader's experience, making the guide not only informative but also engaging and accessible.

We also extend our deepest gratitude to Immigration, Refugees and Citizenship Canada (IRCC) for their funding. Their support has been instrumental in the development of this Resource Guide, enabling us to provide valuable information and tools to our community.

We extend our heartfelt thanks to each of you, including the readers of this Resource Guide!