

# CRITICAL ISSUES FOR BUILDING ROBUST COMMUNITY-ACADEMIC ALLIANCES

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BLACKNESS IN CANADA POLICY NETWORKING CONFERENCE

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# RESEARCH FOCUS: “TO ENGAGE A BROAD CROSS-SECTION OF THE BLACK COMMUNITY IN POLICY REFORM TO PROMOTE SOCIAL CHANGE EFFORTS”

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- WHY HAVE CHANGE EFFORTS IN THE BLACK COMMUNITY NOT SUCCEEDED IN PROMOTING SUSTAINABLE, EFFECTIVE REFORMS IN LEGISLATION, PROGRAM, POLICIES, AND PRACTICES
- LESSONS LEARNED FROM ORAL HISTORY OF CHANGE EFFORTS IN MONTREAL: CHANGE MUST EMERGE FROM THE COMMUNITY
- IF ENGAGEMENT IS CRITICAL, HOW DO WE INCREASE COMMUNITY ENGAGEMENT IN CHANGE EFFORTS?

Focus of Our Initiative: MONTREAL UNIVERSITY /COMMUNITY PARTNERSHIP TO STRENGTHEN BLACK COMMUNITY ORGANIZATIONS, LEADERSHIP, AND NETWORKS THROUGH PARTICIPATORY, DEMOCRATIC, VALUE-BASED, CULTURALLY APPROPRIATE, AND ANTI –RACISM FRAMEWORKS



# POLICY ISSUES

How did we get here? What has changed? Lack of research on social change efforts in the Black community in Montreal during past 40 years

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- Why have Black and minority communities failed to promote effective, sustainable change efforts considering the public acknowledgement of long standing social problems due to marginalization, systemic racism, exclusion, and racism in Quebec.
- Research (meager) and case studies of change efforts are limited. For example, community-based change efforts to address disparities in child welfare outcomes suggests a pattern of funding to Black community organizations/networks which promote an institutional driven agenda for change (Dance includes: adjust the Black community to the problem rather than address conditions or causes, preserve status quo while giving impression government is sensitive to needs, promote competition for scarce resources further dividing the community, etc.)
- INNOVATION: University /community partnership to increase capacity of community to develop “oral history of social change efforts 1970-2020” in the Black community How to identify what worked, what did not succeed, what could be improved ?

“WHILE THE BLACK LIVES MATTER MOVEMENT EXPANDS AND COMMANDS ATTENTION SOUTH OF THE BORDER AND EVEN IN TORONTO, MONTREAL’S BLACK COMMUNITIES SEEM TO HAVE FALLEN ALMOST SILENT, AT LEAST AS FAR AS TRADITIONAL ACTIVISM GOES.” MONTREAL GAZETTE , FEB 2016, **DO BLACK LIVES MATTER IN MONTREAL?**

“THE ADVOCACY WE SEE NOW IS NOT ACTIVISM,” SAYS EGBERT GAYE, MANAGING EDITOR OF MONTREAL COMMUNITY CONTACT, A 22-YEAR-OLD NEWSPAPER SERVING MONTREAL’S BLACK ANGLOPHONE COMMUNITIES. “THEY (BLACK COMMUNITY GROUPS) ARE NOT REALLY CHALLENGING THE GOVERNMENT OR INSTITUTIONS OR THE SYSTEM. WE ARE NOT ACTIVE RIGHT NOW



In 1991, dozens of people walked behind the funeral procession for Marcellus François on Côte-Ste- Catherine Rd. François was shot by Montreal police in a case of mistaken identity

# Challenges In Community Building

## Organizations that fail

- Lack of input from community, lack of democracy, transparency and accountability
- Run by the "seat of the pants" with little planning and little proven results
- Lack of organizational development supports to promote effectiveness, community engagement, and adequate funding
- Isolated and competition amongst groups for scarce resources
- Boards are ill-prepared for challenges

## Organizations that are toxic

- Workers do not feel supported, nor respected
- High turnover
- Low wage, no benefits, no career
- Young people stay away
- Hierarchical, patriarchal, and autocratic
- Scarce resources for staff training and development

## Organizations which lack Community Participation

- No participation by community in decisions or policy
- Invisible to larger community
- Seldom involves community in planning of programs intended for these members
- No involvement of those most affected by policies

## Organizations that provide services but cannot show results

- Planning by seat of the pants with no written plans which can be evaluated or monitored
- Long term difficulties in community remain unchanged and disparities increase in numbers of families in youth protection, drop-out in school, high unemployment, etc

# CASE STUDY: CHANGE EFFORTS TO REDUCE DISPROPORTIONATE REPRESENTATION OF BLACK FAMILIES IN CHILD WELFARE

## Batshaw report on juvenile institutions: Map for reform or con game?



**Special Report**  
by Science Department  
of The Gazette

The new report by Justice Minister Claude Fournier on the state of the juvenile justice system in Quebec is a landmark document. It is the first time in the province's history that a comprehensive report on the state of the juvenile justice system has been published. The report, which was commissioned by the Minister of Justice, is a 100-page document that provides a detailed analysis of the current state of the juvenile justice system in Quebec and offers a range of recommendations for reform.

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**Social Affairs**  
Minister, Claude Fournier (left) gives the Batshaw report today, but won't release it until February. Left: Members of the Children's Defense Committee, says change will only come when the government is forced into it.

**SHARP FACTS**  
CANADA'S BEST BUYER GUIDE  
W. L. CHIFFONARDI'S  
1977 St. Lawrence St. 581-1900

**Ideal for Retirement**  
**THE ARISTOCRAT**  
HOTEL APARTMENT  
3500 Adairson Ave.,  
Cote St. Luc, 881-7771

Present



## Victims of Quebec's youth protection system are seeking a class-action lawsuit

mtltimes.ca

Policy Reform



## Racial Disproportionality and Disparity in Child Welfare

The child welfare community has moved from acknowledging the problem of racial and ethnic disproportionality and disparity in the child welfare system to formulating and implementing possible solutions. As jurisdictions and agencies evaluate their systems to identify where and how disproportionality and disparity are occurring, they are seeking changes that show promise for their own populations.

This issue brief explores the prevalence of racial disproportionality and disparity in the child welfare system. It also describes strategies that can assist child welfare administrators, program managers, and policymakers with addressing these issues in general and at specific decision points in the child welfare process (e.g., prevention, reporting, investigation, service provision, out-of-home care, permanency). Examples of State and local initiatives that address disproportionality also are highlighted.

ISSUE BRIEF  
November 2016

### WHAT'S INSIDE


- Prevalence
- Potential explanations
- Strategies to address racial disproportionality and disparities
- Conclusion
- Additional resources
- References



# POLICY IMPLICATIONS –CASE EXAMPLE OF SYSTEMIC DISCRIMINATION



## Community sidelined: The loss of community focus in differential response

Ashleigh Delaye | Vandna Sinha 

McGill University, Montreal, Quebec, Canada

### Correspondence

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### Abstract

Differential response (DR) first emerged as one component of a child welfare paradigm that emphasized the need to engage communities in supporting families and children. However, the role of community in differential response has received little attention in recent literature. We examine the intellectual history of these ideas, tracing changes in the framing of community engagement in relation to DR over time. We find that attention to community has been sidelined by an increasingly narrow definition of DR that focuses on the existence of an alternative approach to engaging with screened in families, rather than the building of community support networks. There is currently no clear and explicit theoretical framework connecting community engagement to DR. We find that the absence of such a framework has given rise to a series of conceptual debates about the definition and purpose of DR. The development of a literature that elucidates the topic of community engagement in DR may serve to resolve some of these debates.

Two Black girls in photo killed in fire at detention center when staff could not open doors according to Coroner's Report.  
Nothing done even after Coroner's Report. Why?

# OPPORTUNITIES AND CHALLENGES IN UNIVERSITY/COMMUNITY PARTNERSHIP –STORIES FROM THE FIELD

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- **Opportunities:** Promote vision of an innovative university/community partnership to increase capacity of Black and minority communities to advance social change efforts. This innovation builds on CBAR best practices which have proven successful in Black communities partnered with university scholars with an anti-racism perspective.
- **Challenges:** Power Dynamics in Community-Based Participatory Research: A Multiple-Case Study Analysis of Partnering Contexts, Histories, and Practices (Health Education & Behavior 2019, Vol. 46(1S) 19S –32S © 2019 Society for Public Health Education)
- **THE DANCE OF RACE AND PRIVILEGE IN CBPR**, VIVIAN CHÁVEZ , BONNIE DURAN , QUINTON E. BAKER , MAGDALENA M. AVILA, & NINA WALLERSTEIN, Community Based Participatory Research for Health, Chapter: The dance of race and privilege in community based participatory research, Publisher: Jossey Bass, Editors: Nina Wallerstein, M. Minkler, pp.81-97



# CHALLENGES IN REFORM OF RACIST POLICIES

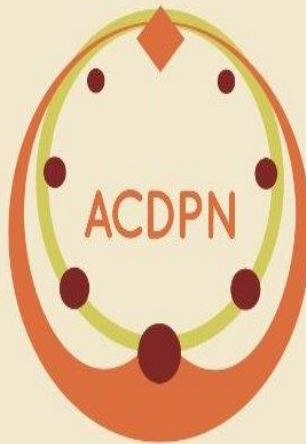
DEMONSTRATING HOW INNOVATIVE EVIDENCE BASED PRACTICES AND PROGRAMS IMPROVE OUTCOMES

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- In the research article, *Assessing Organizational Capacity to Deliver Prevention Services Collaboratively: Tales from the Field*, the authors state:
- “Failures to implement prevention programs preclude success in program effectiveness, and sustainability. **Failures to initiate prevention programs can result from the failure of program managers to meet the challenges which occur in the creation and management of organizational development** Georgia B. Aktan ,Organizational Frameworks of a Substance Abuse Prevention Program, International Journal of the Addictions Pages 185-201 Jul 2009
- INNOVATION: Community capacity to promote Implementation Science

Advocating for access to social,  
educational and economic programs  
for the Black community

## Policy Program



### Our mission is to:

1

Develop a network of organizations  
that can contribute to a thriving  
Black community.

2

Facilitate organizational capacity  
building, joint planning and resource  
development.

3

Promote healthy practices and best  
practice prevention models

4

Advocate for improved access to  
services for the Black community.

5

Promote and support the  
Strengthening of Black families.

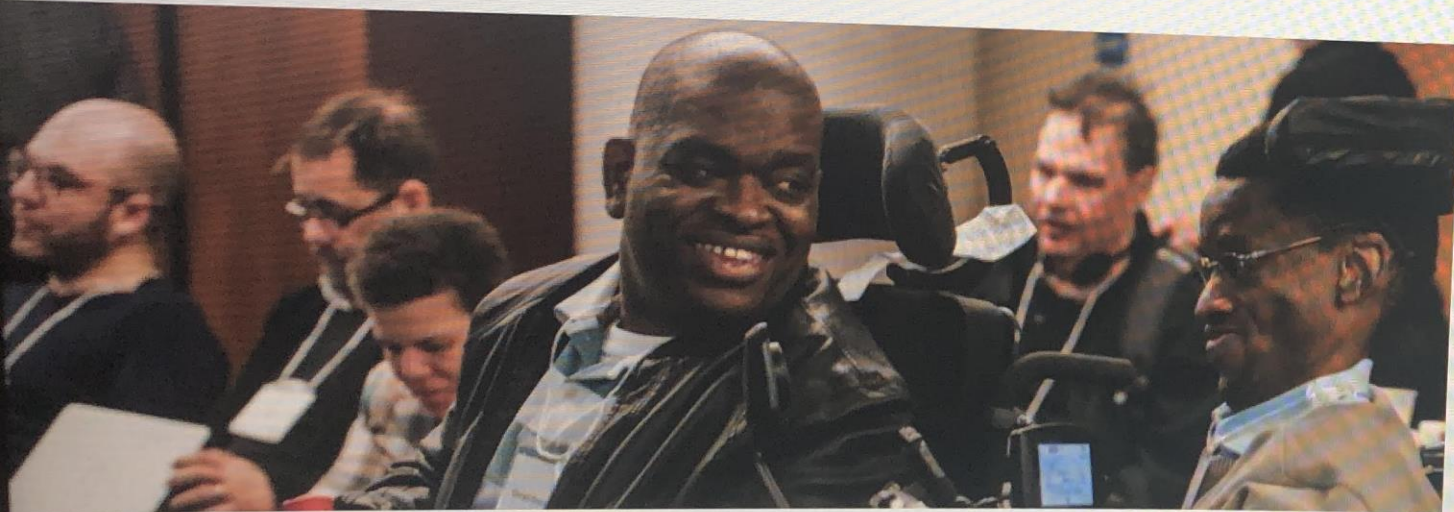
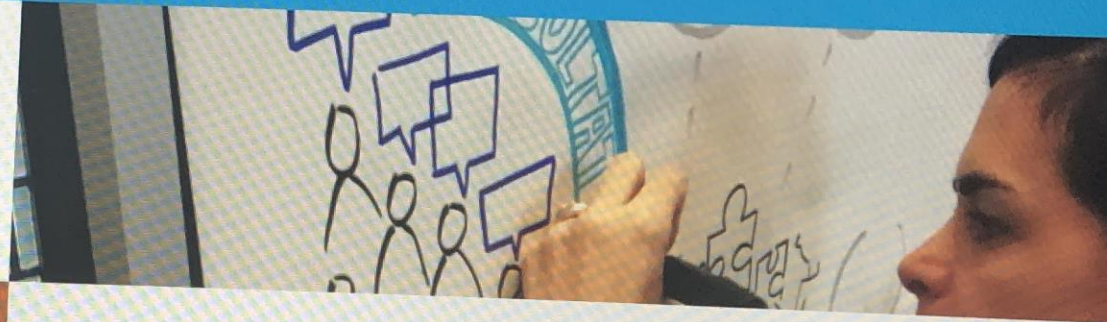
## Policy Program

The cultural adaptation of programs and services is the one of cornerstones of our mandate and is at the heart vision. One of our objectives is to increase access to support and prevention services that have been adapted both linguistically and culturally to better suit the needs of the English-speaking Black community in Montreal. Evidence-based practice demonstrates that working in partnership with community bases agencies from the target community, helps reach intended audiences and identify culturally competent strategies. We believe that community-institutional partnerships are the way that public institutions can improve their service offer by respecting diversity and offering cultural comfort. In addition, language in the legislation of both the Quebec Health and Social Service Act and the policy document for the "Jeunes en Difficulté" provide a basis for the adaptation of services for ethnocultural communities. It is clear in the law and we are here to support them in achieving it.

## FOUNDING PRINCIPLES

### Vision

To be a transformative collaboration ecosystem where diverse people, communities, and organizations work together to address major societal challenges and create a more just, inclusive, and broadly prosperous Montréal.



### Mission

Connect diverse people, institutions, ideas, and expertise in order to catalyze transformative societal impact

Facilitate impact-oriented participatory research and experiential learning

Provide training, support, and strategic guidance for existing and emerging initiatives focused on social and institutional transformation at Concordia and beyond

Host a welcoming and dynamic space where students, staff, faculty members, and community members can network, skillshare, and collaborate on challenges that exist both inside and outside of the university

### Values

#### Justice

Anchoring transformative work in commitments to equity, diversity, and inclusion

#### Reconciliation

Centralizing the concerns and goals of Indigenous communities

#### Reciprocity

Investing in long-term, mutually beneficial relationships and partnerships

#### Sustainability

Prioritizing the flourishing of people and planet

# COMMUNITY BASED ROADMAP TO PROMOTE POLICY, PROGRAM AND PRACTICE REFORMS TO ADDRESS DISPARITIES FACING BLACK AND MINORITY COMMUNITIES 2020

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Community –based capacity building hub to consider following in clarifying the partnership with university:

1. Develop a Black community of practice group to be trained and supported in the co-design of each phase of the program
2. Review / adaptation of existing Code of Research Ethics by Kahnawake (see Appendix)
3. Memorandum of Agreement describing CBAR principles and how university/community will actualize
4. Advisory Committee ( university/community membership to monitor agreement)
5. Explicit goals to empower community partners through development of community-based capacity building infrastructure AND certificate program in prevention science using community “faculty” paired with engaged university scholars
6. Increased investments in community-based participatory research
7. Direct funding to community-based organizations for research capacity-building and infrastructure

Highlights from the 2<sup>nd</sup> National Community Partner Forum • December 5-7, 2012 • Washington DC

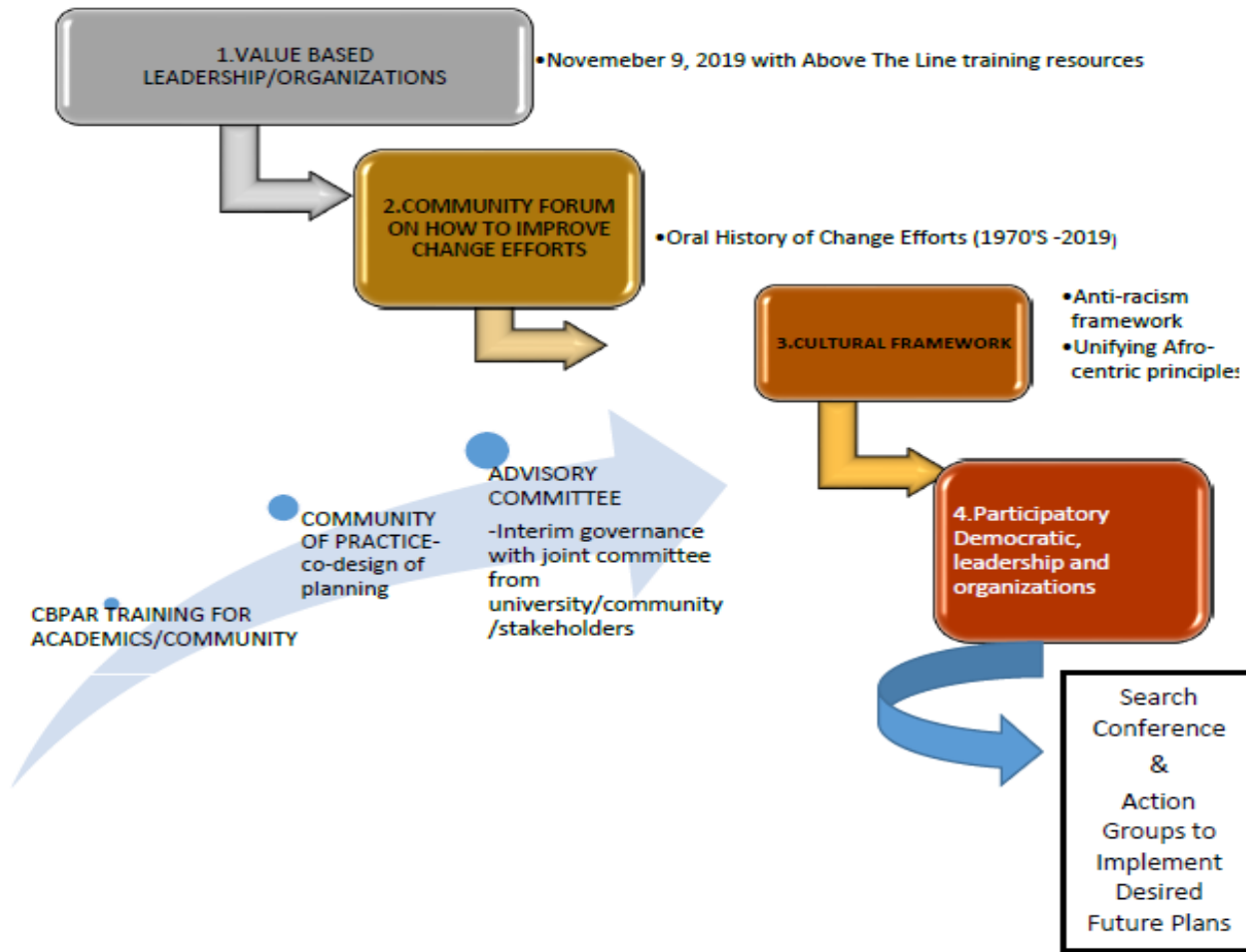
## FOCUS INVEST RESEARCH



There's a lot of rhetoric  
about CBPR – but is it  
really happening on the  
ground?

There is an enormous  
amount of power and  
knowledge in the  
community.

University/Community Partnership Activities to Promote Value based, Democratic, Participatory Leadership and Value-Driven Organizations



FAITH & COMMUNITY BASED PREVENTION NETWORK

COMMUNITY OF PRACTICE

TRAIN THE TRAINERS

COACHING /MENTORING

# UNIVERSITY /COMMUNITY PARTNERSHIP TO INCREASE LOCAL KNOWLEDGE DEVELOPMENT/TRANSFER



In photo, Brahm Freedman, Vice President, Concordia University meets the President of AKA, Carolyn House Stewart at Concordia breakfast forum with Board of ALPHA KAPPA ALPHA to establish partnership which links Black university scholars at US universities who are engaged in similar community building in their jurisdictions which can be shared, adapted when appropriate

Tiffany Calendar, Executive Director of CDNBCA, presents at the ROUND TABLE FORUM at Concordia University with their partners and representatives of government and public network services. Tiffany briefed AKA SORORITY leadership on issues challenging the Black community in Montreal and sought to establish partnership with AKA to increase community capacity to promote change efforts to address long standing social problems. Dr Tricia Goodley, Director, Graduate Studies, School of social Work, Howard University, chaired the session, is pictured far right.

# UNIVERSITY CBPAR BEST PRACTICES( COMMUNITY BASED PARTICIPATORY RESEARCH FRAMEWORKS)



EXPLICIT PARTNERSHIP GOAL TO EMPOWER BLACK COMMUNITY TO ASSUME LEADERSHIP FOR ITS KNOWLEDGE DEVELOPMENT

President Carolyn House Stewart, ALPHA KAPPA ALPHA SORORITY presents at the Breakfast Forum for AKA Board and Concordia / Black community partners. This relationship will contribute to efforts to involve the Black Community prevention networks in the co-design a community based capacity building infra-structure along . AKA Sorority is the oldest and largest Black sorority in the US with over 3,000 female university graduates members world-wide. AKA sorority is a valuable asset in the development of the proposed university/community partnership



# UNIVERSITY PARTNERSHIP TO EMPOWER COMMUNITY LEARNING



Dr Ferguson, University of West Indies, *Above the Line founder*, presents value based leadership workshop at Conference Center, Concordia , November 2019

Centre for Human Relations  
and Community Studies  
(CHRCS)

Concordia.ca / Faculty of Arts and Science /  
Centre for Human Relations and Community Studies /  
Programs /  
Roadmap to Leadership Development Training

The Roadmap to  
Leadership Development  
Training

November 9, 2019



A 3rd year Applied Human Science Student was one of several Concordia students who attended this training and stated that in his years at Concordia, he never received education on race based issues.

## EMPOWERMENT

Support for BLACK COMMUNITY capacity building resources and engagement strategies

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- Dr Don de Guerre collaborated with Leith Hamilton, consultant and Kevin George, Black community activist and community organizer at CLSC ST.HENRI to develop a co-design planning group with Black community resource team including Valerie Gordon-Williams (ALTERNATIVE DEVELOPMENT SOLUTIONS) Sheron Edey, Pat Dillon, Victor Marshall, Crystal Noel, and others. Valerie and her team identified objectives of the Leadership Development training, and carried out planning and implementation with support from Marilyn Aziz, CCRCS. Dr De Guerre collaborated with Leith Hamilton to ensure the university's role reflected best CBPAR practice PRINCIPLES. ( Empowerment, clarifying mutual expectations, supporting local community knowledge development/transfer, etc.)

## Identifying Strengths /Assets of Black community

Support for University scholar from Trinidad/Grenada to increase local capacity

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- CHRCS acknowledged that knowledge development/transfer often ignored local culture, history, and experiences of learners and had relied too often on European world view
- Leadership development framework emerged from history, culture, and experiences from within the Black community. Dr Ferguson participated in co-design of the event, meeting with university/community resources people in advance of event to better understand needs of the community, partnership framework of the University, and opportunities for future collaboration after the event. One third year student from APPLIED HUMAN SERVICES DEPARTMENT stated that this was the 1st event where knowledge development/capacity building emerged from the Black community in a leadership role.

## Knowledge development

Teaching and learning methodologies promoted experiential, inter-active learning, and anti-racist frameworks.

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- The CHRCS supported an anti-racism framework and best practices in CBPAR--nine principles are described in APPENDIX)
- Dr Ferguson's presentation promoted anti-racism framework by providing examples of how latent talent of people of colour have been ignored and untapped in the Caribbean, South Africa, and US/CANADA. His work focused on nurturing leadership which was principled, inclusive, moral and democratic.

## GUIDING PRINCIPLES

The National Community Partner Forum developed the following principles to guide community/university research partnerships

- *Balance Power* in decisions made about research/policy reforms
- *Develop Community Capacity and infrastructure* to engage as equal partners in action research/ policy reform
- *Promote leadership role of Black community* in building the capacity of academic institutions to engage and partner with Black communities
- *Deepen the knowledge and skills* needed by community partners to successfully conduct community-engaged research /policy reforms, negotiate community-academic research partnerships and serve in national leadership roles
- *Disseminate the innovative work* of community partners
- Promote leadership of Black community partners with key stakeholders in the academic, government and philanthropic sectors interested in addressing health disparities through policy reform
- *Grow and deepen* a network of Black community partners that have a significant voice in decisions about university/community partnerships and research practice and policy

