



POLICY ON CULTURAL DIVERSITY

TOGETHER!



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A MESSAGE FROM THE MAYOR

Cultural diversity is an asset that the Ville de Gatineau cannot do without. The citizens who adopt our city, regardless of their origins, enrich and give life to the Gatineau identity.

Mindful of the growing diversification of its population, Gatineau wants to provide all its citizens with the social, cultural, economic and political conditions conducive to their personal development and fulfilment.

The Ville de Gatineau has already established itself as a leader in the area of intercultural bridge-building. For example, its efforts to welcome, integrate and establish close intercultural links with its citizens earned it Québec's Maurice Pollack Award in 2008 for citizenship. Also, the introduction of this municipal policy for cultural diversity clearly conveys the importance that the city puts on developing its component communities within the framework of a commonly held social contract.

This municipal policy sets out the general aims and principles that will guide Gatineau in its cultural diversity activities and practices. Together we can continue to build a place to live that is based on the foundations of respect, fairness, pluralism and inclusion. In keeping with Québec's Charter of Human Rights and Freedoms, the Ville de Gatineau fully intends to promote the dignity of all its citizens, regardless of their origins.

Intercultural bridge-building and openness to what is different are the city's preferred means for forging ties among its citizens. Through its actions, the city will create conditions that foster mutual awareness and intercultural dialogue and thereby maintain social unity and a healthy co-existence of differences.

All Gatineau citizens, regardless of their origins or groups with which they identify, must feel they are full-fledged citizens. Accordingly, they must be able to achieve financial self-sufficiency, develop social ties and function in a wholesome environment for the sake of personal development and fulfilment. This kind of integration goes beyond simply being counted as a citizen; it means that everyone has the feeling that they have their place and a role to play in their city, and can take pride and derive dignity from it.

I invite all citizens, contributors and partners to join in the Ville de Gatineau's efforts to make this important social project a success and thereby strengthen Gatineau's reputation as a friendly, growing and dynamic city, proud of its diversity and identity.

Marc Bureau
Mayor of Gatineau

A WORD FROM THE COUNCILLORS

This cultural diversity policy, which we have the honour of presenting to you, has grown out of a commitment made in the Ville de Gatineau's official cultural policy adopted in 2003.

Development of the cultural diversity policy began in 2006. In 2007, consultations were held with citizens and all the relevant stakeholders and partners, giving them an opportunity to respond to the various proposals on the table and to contribute meaningfully to the development and enhancement of this policy. Their comments and suggestions were carefully documented and analyzed to ensure that the policy elements—particularly the definitions, identified challenges and general aims and principles—take into account the reality of all the partners playing a significant role in this social project and especially in its resulting action plan.

At the same time, the theoretical aspect was studied by a team of researchers and consultants. The study served to establish a frame of reference that led us resolutely toward choosing an approach that would not only convey this willingness for differences to co-exist in Gatineau, but also identify and define the main activity sectors that would have to be considered to guarantee that the objectives of this shared project will be achieved.

For their support and contribution to the development of this policy, we wish to thank all the citizens, agency representatives, cultural stakeholders, the members of the *Commission des arts, de la culture, des lettres et du patrimoine*, the *Service des arts, de la culture et des lettres*, the members of the project steering committee, the employees in strategic planning and communications, and the employees and members of the municipal council who joined in this endeavour. We also wish to give special thanks for the unwavering support from the *Ministère de l'Immigration et des Communautés culturelles du Québec*, which has long been a deeply involved partner in this process.

Simon Racine
Councillor
Chairperson, *Commission des arts,
de la culture, des lettres et du patrimoine*

Joseph De Sylva
Councillor
Cultural diversity portfolio

FOREWORD: A QUESTION OF IDENTITY

Unity in the city

Gatineau thus became Québec's fourth largest city, now comprising the former cities of Aylmer, Buckingham, Gatineau, Hull and Masson-Angers. It is a large territory, extending more than 55 kilometres east to west, with a total surface area exceeding 335 square kilometres.

Gatineau is a demographically growing and economically prosperous large city. It is known in particular for its innovative character and its proximity to Canada's National Capital Region. In its 2003 strategic plan, Gatineau elected to develop its identity "by building on Gatineau's distinction of being a French-speaking city enriched by its cultural diversity."

In 2003, after issuing its cultural policy, Gatineau also clearly asserted French as its common language. The city also made a commitment to develop an intercultural policy that would guide its handling of cultural-diversity matters.

More recently, Gatineau has adopted a few important policies that testify to its concerns in social affairs, including its family and housing policies.

Diversity in its citizens

The strength and vitality of a city like Gatineau depend on the dynamism of its citizens and the ties forged among them.

Some 250,000 citizens share and occupy its vast territory of many contrasts. Indeed, while Gatineau is officially a city, its rural landscape closely borders its urban skyline.

What is more, Gatineau's demographic growth, three times higher than that of the province as a whole, is explained primarily by interregional and interprovincial migrations, as well as by immigration levels that have grown continuously since the 1950s.

The city therefore includes longstanding citizens, most of whom were born here or, if not born here, successfully integrated, whether French-speaking by upbringing or by choice, or English-speaking, particularly in some sectors of the city. The aboriginal peoples, in particular the Algonquin, also have a presence within the city's population. Lastly, the more recent waves of immigrations have brought us new citizens of varying ancestry. They account for nearly one out of ten citizens, such that the Ville de Gatineau now ranks second among Québec's urban centres for the highest proportion of citizens born abroad.

A shared social contract

The introduction of a cultural diversity policy ties in with a will to establish a unified society while developing its component communities, with due regard for their differences but subject to a shared social contract that promotes the integration of all citizens. This will be achieved by upholding the shared values and recognizing the similarities that create our own Gatineau identity, instil a sense of belonging, and spur us to positively influence its development through a concept of a citizenship that is open to all, based on participation and partnership, and sustained by intercultural dialogue.

DEFINITIONS

An inclusive definition of “cultural diversity”

In this policy, cultural diversity refers to *the variety of all culture-related values and characteristics with which a person can identify, such as ethnic origin, language, religion, and multiple affiliations, including affiliation with the local identity.*

The Ville de Gatineau thus intends to work with an inclusive and global definition. This definition concerns all of Gatineau society and seeks, among other things, to recognize the various identities of which this society is composed and to forge ties among its citizens. The definition includes recently immigrated and second-generation newcomers (such as individuals born in Québec, whose parents were born outside Québec), individuals from visible minority groups, Aboriginal inhabitants, and the various reference groups from which citizens may take their identity.

The definition also includes citizens born in Québec, or elsewhere in Canada, who reside in Gatineau and who identify themselves as being “local,” mainly because they identify with the local history and cultural heritage.

A coherent policy

This cultural diversity policy is *the set of models, actions and mechanisms that Gatineau can put in place and use to create conditions that foster: intercultural bridge-building; being open to what is different, and welcoming and integrating it into the local community; public participation in the new issues and challenges that this represents; and adjustment of the city’s policies, structures and services.*

A coherent cultural diversity policy must of necessity include a welcoming and recognition of differences, as these are the initial requisite steps for integration and awareness. But the policy must also be able to go beyond these steps and lead to genuine exchange among the various culturally diverse elements, including the local society.

This policy therefore positions the major challenges of intercultural bridge-building and openness to what is different at the heart of its concerns. It not only treats cultural diversity within the more traditional framework of welcoming and integrating immigrant citizens, but it also takes an innovative approach by targeting all the areas of jurisdiction and intervention available to the city’s administration for addressing the issues and challenges arising from cultural diversity in its broadest sense.

OBJECTIVES

Main objective

Provide the Ville de Gatineau with the means, resources and frame of reference it needs for the harmonious integration of cultural diversity within its territory.

The Ville de Gatineau seeks to provide all its citizens with a social, cultural, economic and political environment designed to offer them opportunities for their maximum personal fulfilment, through which they will be able to give expression to the cultural specificity of their origins while developing their sense of belonging, and contribution, to a strong Gatineau identity.

This cultural diversity policy has the following secondary objectives:

1. To ensure that all citizens, regardless of the roots or characteristics with which they identify, can develop in Gatineau a personal sense of belonging and participate in the city's social, cultural, economic and policy development.
2. To promote a proactive attitude by erecting the pillars of a global, inclusive cultural diversity policy that considers the local society to be not only an integral element of the city's cultural diversity but also the baseline identity, shared by all, that unifies all its citizens.
3. To ensure the optimal development of the Gatineau identity with due respect for shared values and a shared social contract.
4. To provide the Ville de Gatineau with resources and procedures suitable for creating the conditions conducive to giving effect to this policy.

CULTURAL DIVERSITY: WE'RE IN IT TOGETHER

Several cities have set up specific branches or departments or have instituted policies and action plans devoted to cultural diversity, but each of these elements acts independently with its own set of priorities.

What is more, the absence of a provincial frame of reference and the complexity of the levels of jurisdiction among the various governments create a major challenge for municipal action in the area of cultural diversity.

For example, although immigration constitutionally comes under the shared jurisdiction of the provincial and federal governments, it remains nonetheless that for many years cities have been fulfilling some important functions in the area of cultural diversity. Indeed, the government of Québec has made the regionalization of immigration one of its priorities and has accordingly signed numerous agreements with several cities and regions, including Gatineau and the Outaouais.

Also, some legal responsibilities (for example, *An Act respecting Equal access to employment in public bodies*) and legal rights (for example, the Québec and Canadian charters establishing rights and freedoms, including the notion of equality, and the *Charter of the French language*) oblige cities to develop an integrated, coherent approach for addressing these issues. Being instituted by the Québec and Canadian governments, these rights and responsibilities create a framework with which municipalities must comply.

This phenomenon ties into the broader context of the political importance acquired in recent years by municipalities in Canada, particularly in Québec. This is eloquently demonstrated by the broadening of municipal jurisdiction to include new areas, such as housing, public transit, economy, culture and community life. Cities are now active partners in sectors formerly deemed the exclusive domain of other levels of government. Indeed, with the new emphasis on local governance, cities are now perceived to be the stakeholders best positioned to respond to the needs of their citizens.

Cultural diversity issues are today at the crossroads of these changes, and the Ville de Gatineau intends to take a leading role in them.

GATINEAU, A PROACTIVE CITY

The Ville de Gatineau's current commitment is supported by the progressive development of a proactive approach to cultural diversity issues. Inspired by the former Ville de Hull's creation, in 1974, of a position devoted to intercultural relations, the newly merged Ville de Gatineau took up the flame in 2002 by setting up a resource assigned primarily to intercultural relations, as part of the city's *Service des arts, de la culture et des lettres*.

Since then, the city has confirmed its intentions by playing a leading role, especially by showcasing the cultures of origins of its citizens, by welcoming and integrating immigrants, and by building intercultural bridges. This approach has led the city, through its services to the public and its administrative decisions and policies, to take concrete action and give consideration to the needs created by its cultural diversity.

Here are a few examples of the Ville de Gatineau's achievements and decisions that testify to its commitment to cultural diversity:

- Created a section in the municipal Web site titled *Immigration and cultural communities* and a section titled *L'Interculturel* in the *Culture and Recreational Program* distributed to the public.
- Developed a directory of resources.
- Connected with the leaders of the cultural communities active in Gatineau.
- Recognized and supported the planning of theme-based events that targeted intercultural bridge-building.
- Proclaimed Gatineau's own day for celebrating diversity (*Journée gatinoise de célébration de la diversité*).
- Officially reiterated the commitment of the new Ville de Gatineau to uphold the values and principles set out in Québec's *Charter of human rights and freedoms*.
- Joined the Canadian Coalition of Municipalities Against Racism and Discrimination.
- Held and supported activities showcasing the cultures of origin of its citizens in cooperation with community and government partners.
- Contributed expertise and skills and participated in discussion groups and conferences at the regional, provincial and federal levels.
- Developed innovative promotion tools: a set of 14 one-hour broadcasts on Gatineau's cultural diversity entitled *Une planète dans ma ville* (in French only).
- Signed partnership agreements with Québec's *Ministère de l'Immigration et des Communautés culturelles* to develop an action plan for welcoming and integrating immigrants and building intercultural bridges.
- Held monthly welcome sessions for new citizens.

THE MAJOR CHALLENGES

1. Foster intercultural bridge-building and openness to what is different

Intercultural bridge-building and openness to what is different are the preferred means for fostering relations and forging ties among citizens with due respect for everyone's specific cultural specificity and for the local identity. These means will create conditions conducive to improving our mutual awareness by means of an intercultural dialogue that will promote and maintain, among other things, a unified society, a healthy co-existence of differences, and a collective effort to prevent, or resolve, social tensions.

2. Encourage integration and citizen participation

Regardless of the culture or reference group with which they may identify, all residents of Gatineau must feel they are considered to be full-fledged citizens. That means that they must be able to have access to means for achieving financial self-sufficiency, for developing social ties, and for functioning in a wholesome environment with opportunities for personal development and fulfillment. This kind of integration goes beyond the simple fact of being counted as a citizen; it means that everyone will have the feeling that they have a place and a role to play in their city. This feeling will increase their pride and dignity in knowing they belong, and it will increase their willingness to participate in turn in the city's development.

3. Contribute to the development of the reception infrastructure

The Ville de Gatineau is highly attractive to both newcomers and people relocating from other cities and regions in Québec or elsewhere in Canada, where they had settled after emigrating from another country. This trend has grown steadily during the last few years, such that Gatineau is becoming more diversified in terms of both the places of origin of its new citizens and the reference groups with which they identify. The city therefore wants to ensure that it is able to offer the services required for properly welcoming its new citizens by aiming for their long-term residency, and to do so in partnership with citizens and community agencies.

4. Provide policy governance and oversee its implementation

Gatineau's policy for cultural diversity and its ensuing action plan will require an infrastructure to ensure they are given effect in accordance with the main principles and commitments they contain. By governance, the city means setting up a structure for monitoring, evaluating and adjusting the policy and action plan. Implementation will serve to introduce the spirit of the policy and its general aims into the city's actions and procedures. Both governance and implementation must be matched with sufficient financial, material and human resources if the policy is to be put into practice.

GUIDELINES

The Ville de Gatineau believes that:

- Cultural diversity must be viewed as a form of wealth and an important driving force for economic, social and cultural development.
- Openness to what is different is founded on respect for everyone's cultural uniqueness as well as for the local identity that unites us. Respect for the shared values of the local society is essential for the wholesome cohabitation of citizens.
- Respect for gender equality is a recognized value upheld by Québec society.
- Bridge-building and dialogue are the preferred means for fostering intercultural relations and forging ties among citizens.
- Openness to what is different must be sustained by a collective and shared commitment to effectively combat prejudice, racism and discrimination.
- Integration is a complex process of varying duration. Unlike assimilation, it calls for an effort not only from those who seek to become integrated but also from those who are already established.
- Achieving financial self-sufficiency is a crucial factor for integration.
- French, being the common language, is an essential element for bridge-building and intercultural dialogue.
- Being a shared responsibility, a successful intercultural approach will involve recognizing the role played by other agencies and partners. The city's goal is not to supplant existing services, but to take an active, complementary part in the processes meeting the needs of citizens.
- Every citizen is a full-fledged citizen with a role to play in the development of the local community.
- The living environment is the entity nearest to the citizen and therefore is an ideal setting for intercultural bridge-building and developing a sense of belonging.
- The city's administration is the level of government nearest to citizens. It must therefore provide leadership in the actions and decisions concerning cultural diversity within its territory.
- Developing a cultural diversity policy entails contributions from several city sectors and services, and policy governance and implementation must be based on a horizontal management approach.
- The religious neutrality of the city as an institution serves to guarantee respect for the religious beliefs of all its citizens.

THE GENERAL AIMS OF THE CULTURAL DIVERSITY POLICY

1. An approach inspired by interculturalism

Interculturalism advocates recognizing and valuing differences when constructing an identity, with due regard for shared values and a shared social contract. This model puts the emphasis on intercultural exchanges, reciprocal adjustments and constructing a shared world. This openness to what is different is also based on recognition of the similarities that bring us together.

Our commitments

- 1.1 To convey a shared vision of the intercultural approach and promote it.
- 1.2 To create opportunities for intercultural expression, encounter and dialogue.
- 1.3 To develop our action on the basis of an inclusive, encompassing Gatineau identity.
- 1.4 To cooperate in the development of the reception infrastructure.

2. Unifying values

The upholding of values common to all cultures is foundational to creating conditions conducive to the development of a sense of well-being among our citizens, both as individuals and as a society. It makes it possible to build a strong identity in which all citizens can recognize themselves and in which all citizens are invited to participate.

Our commitments

- 2.1 To integrate the fight against prejudice, racism and discrimination as a preferred means for fostering the harmonious development of our community.
- 2.2 To promote the values of respect, openness, dialogue, solidarity, equality, responsibility, reciprocity, recognition, transparency and pride.

3. A leadership role based on partnership

The Ville de Gatineau intends to assume the roles of leader, coordinator and partner in its dealings with the public, agencies, institutions, other levels of government and the stakeholders concerned about cultural diversity issues within its territory.

Our commitments

- 3.1 To project a shared and clear political vision.
- 3.2 To set up a recognized and effective structure for providing coordination.
- 3.3 To promote the use of partnerships.

4. A barrier-free territory, a neighbourhood approach

Each citizen must consider that the entire territory is accessible. Since neighbourhoods and urban villages are identified as the living environments nearest to citizens, the Ville de Gatineau recognizes that they are the preferred places for creating and maintaining good relations amongst themselves, thereby fostering harmonious living together.

Our commitments

- 4.1 To continue to promote land-use planning that takes into account the needs and issues linked to the diversification of its population.
- 4.2 To ensure that housing supply is adapted to the demographic changes.
- 4.3 To foster a neighbourhood approach.

5. An integrated, intersectoral policy

The cultural diversity policy concerns several city sectors and services and spurs their participation. It requires them to duly consider cultural diversity in their policies, procedures and by-laws.

Our commitments

- 5.1 To foster a horizontal, intersectoral approach.
- 5.2 To make the municipal administration a partner in carrying out the action plan, keeping in mind the preferred areas of intervention.
- 5.3 To adjust policies, procedures and by-laws to fit the intercultural approach.

6. Active citizen participation

Each citizen is an essential actor in local community development. The commitment and participation of citizens will significantly help to give effect to this policy.

Our commitments

- 6.1 To encourage citizen ownership of responsibilities.
- 6.2 To encourage and support actions stimulating the active participation of citizens.
- 6.3 To create the conditions conducive to active citizen participation.

THE ACTIVITY SECTORS AFFECTED BY CULTURAL DIVERSITY

The Ville de Gatineau must be able to identify and recognize the various activity sectors engaged by its policy for cultural diversity. It must also coordinate joint action across these sectors in a way that creates the conditions conducive to achieving the objectives set out in its action plan. This means that its intercultural approach must be as evident in the economy and education as in cultural and social integration, and the approach will also have to be mindful of the contribution made by the other closely involved sectors of municipal activity.

Arts and culture

The arts and culture are fertile ground for intercultural exchange and dialogue. They are also an effective tool for promotion, awareness and education. The intercultural approach recognizes the contributions from the various cultures to forging the identity of citizens and enriching the city's cultural abundance. In this context, the showcasing and expression of all inherited cultures, including the local culture, are preferred means for learning to know and appreciate one another through both our differences and similarities. Accordingly, the use of city services such as public announcements, cultural activities, libraries and the various festivals and celebrations is essential for sustaining the city's cultural offerings. Upholding French as the common language and informing citizens of the local history and heritage also have a fundamental role in instilling a better understanding of how our local society has evolved, in having citizens connect with its spheres of reference and communication, and in having them embrace the foundational principles which unify all citizens.

Sports and recreation

Sports and recreational activities contribute to the well-being of all citizens. Having similar interests enables citizens to rub shoulders through shared activities at generally neutral locations, in which universal points of reference may sometimes bridge communication gaps. This sector is important because it often offers new citizens their first opportunities for integration while contributing to the development of pride in their community and a willingness to become engaged in it. To that end, it is important to create the conditions that promote access to such activities as well as entrance points for volunteerism.

The economy

The long-term residency and sustained quality of life of citizens depends, in part, on the prosperity, vitality and economic development of the area where they live. They require access not only to products and services that can meet their needs, but also to employment opportunities that enable them to achieve their goals. In this context, the city plays an important role in supporting entrepreneurs and attracting investors.

Employment

Achieving financial self-sufficiency and joining the workforce are central to integration. A job is both a connecting thread and the driving force behind this process. Initiatives designed to

accompany citizens and refer them to socio-economic agencies as they search for solutions to the problems they encounter in obtaining employment, and the recognition of diplomas, vocational training and skills must therefore be strongly encouraged, particularly by partnering with the primary local stakeholders. The city also serves as a model by enforcing the principle of equal opportunity in its public service.

Housing and territorial development

Housing is an important sector of activity for welcoming newcomers and helping them to find their bearings and develop a sense of belonging. Long-term residency is fostered by the quality, accessibility and variety of available housing. Urban planning should therefore tend toward development that enables mobility and the distribution of cultural diversity throughout the city's territory in order to promote inclusion, prevent isolation, and develop a sense of well-being and security.

Community life

A friendly community is known by the dynamism and strengths that give it life. One's community is where one meets and shares with others, and where one becomes familiar with the fundamental values of the local society and puts them into practice. It is also a privileged place for building intercultural relations and engaging in dialogue. Interaction among citizens also fosters learning and using a common language. Community life must be able to take advantage of neighbourhood services adapted to its needs so it can instil a sense of belonging in everyone and a willingness to take part in it, with a view in particular to "living together" amicably with other citizens.

Health and the environment

Assurance of physical and mental health is a prerequisite condition for the sense of well-being of people who want to move to Gatineau and live in a community offering optimal conditions for life, longevity and care adapted to their needs. Citizens must therefore find an adequate and accessible supply of health services, backed up by the promotion of healthy living habits. In this regard, Gatineau's role would be to collaborate with the existing institutions. The city also has an important role in matters affecting the quality of the environment within its territory, and it encourages citizens to take ownership by participating in the collective effort to improve the quality of the environment.

Safety and security

A sense of security enhances one's quality of life, and it often is a condition that must be met before there is a willingness to put down roots, particularly by families, but also by more vulnerable citizens coming out of difficult life experiences or living conditions or even escaping from hate crimes or antisocial treatment. In this regard, the Ville de Gatineau's role is to keep the peace, protect its citizens, prevent crime and enforce the laws and regulations adopted by the municipality, Québec and Canada. This requires sustained, joint action in identifying training needs, continually improving effectiveness, and adjusting services. Personal awareness

of the values of fairness, justice and honesty will lead citizens to take ownership of the role they can play to optimize the safety and security of their living environment. Such awareness is also evident in the city's intervention. The fight against prejudice, racism and discrimination is another preferred tool for preventing isolation and exclusion.

Education

Academic learning and the acquisition of skills enable citizens to participate actively in the development of the society in which they live. Education too is a sector suitable for conveying and creating an understanding of the shared values preferred for citizen interaction. The notions of democracy and accountability are also part of a citizen's education. Everyone must have access within the city to a well-rounded, barrier-free slate of education and training services through which the desired academic standing, vocational skills, professional development and upgrading can be obtained. Also, the identification of current and future labour needs allows for designing continuing education and succession development programs that promote a better integration of all citizens, including newcomers, that maintain a quality workforce, and that encourage a willingness and capacity to put down roots. In the education sector, the Ville de Gatineau wants to act as partner and collaborator.

Public services

Consideration for the needs of all citizens justifies the choice of services and their mode of delivery. Ideally, this consideration is achieved in a context where services are adjusted and skills are improved in all city departments. Adequate public transit also plays a critical role in facilitating citizen mobility and relations. The implementation of a province-wide reference tool is expected to enable municipalities to properly manage exceptional requests and thereby achieve some uniformity and consistency in the application of preferred measures at the municipal level. This kind of frame of reference is believed essential for fostering the harmonious cohabitation of a diversified population, for facilitating integration, and for preventing social tensions from emerging. In addition, it would serve to guide the city's administration in its choices and actions, which helps to improve the sense of confidence and skilfulness of its employees.

Communications and participatory governance

Public announcements are essential to the development of a collective identity. They are the preferred vehicle for conveying messages, informing the public of the city's general policies, and promoting citizen participation. At the same time they spur citizens to express their expectations, clarify their needs and offer opinions and comments that contribute to their city's development.

Participatory governance makes citizens aware of their responsibilities, but it also makes the city administration aware of the "city-citizen" partnership, in which citizens are important actors with a capacity to influence the decisions affecting them.

Garnering media cooperation is also crucial, particularly by making the media partners in the promotion and understanding of the key principles and courses of action being proposed to the public.

POLICY GOVERNANCE AND IMPLEMENTATION

1. Policy governance

To ensure the continuity of the policy and the achievement of its objectives, the Ville de Gatineau must set up an effective governance structure to oversee the operationalization, monitoring and ongoing evaluation of the policy. This structure will also have to continue to develop the policy by making the necessary adjustments.

2. Policy implementation

The city will have to ensure that the implementation of the policy and its action plan is done using a horizontal management approach so as to optimize the contribution from all the sectors of activity concerned. The mandate covers cultural expression, intercultural bridge-building, the fight against prejudice, racism and discrimination, and the welcoming, integration and participation of new citizens.

CONCLUSION

The Ville de Gatineau's identity is founded on the basic principles and values that guide its decisions and actions. This identity makes all citizens partners in the city's development process. The proposed inclusive and encompassing definition of cultural diversity clearly conveys the citizen-first perspective characterizing this policy. Consideration of cultural diversity is already an integral part of the main issues identified in our strategic plan and are increasingly reflected in policy talks. The commitment incorporated into the cultural policy, namely to develop an intercultural policy, has been fulfilled in this proposed cultural diversity policy, and it clearly states the intentions of the Ville de Gatineau in this regard. The policy requires implementing an action plan backed up by an adequate allocation of resources and means to make it operational. This policy will also have a determining influence on the policies and by-laws that govern the delivery of services to citizens. It therefore calls for everyone to cooperate for the sake of achieving its objectives.

ACKNOWLEDGEMENTS

This cultural diversity policy bears witness to the will and effort shared by an entire community and by the various contributors at the municipal and provincial levels who offered their support for its realization. We wish to thank everyone who helped the Ville de Gatineau draft a policy that reflects our current reality and that is already launching us into the future.

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Financial support

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This policy was adopted by the municipal council
of the Ville de Gatineau on April 22, 2008.