



Planning together



Guide to Municipal Immigration Action Planning in Alberta
2012. Alberta Urban Municipalities Association.





Planning Together

Guide to Municipal Immigration Planning in Alberta (2012)

Compiled by Lucas Warren, uc/communications
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Cover:

Manisha Khetarpal who, along with her husband Neeraj, immigrated to Canada from Dubai.

Photo by Robbyn Erickson and courtesy of The City of Wetaskiwin.



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Draft Grande Prairie IAP Facilitation Tips & Suggestions



Introduction

Where will we get the people? How can our community be more welcoming?

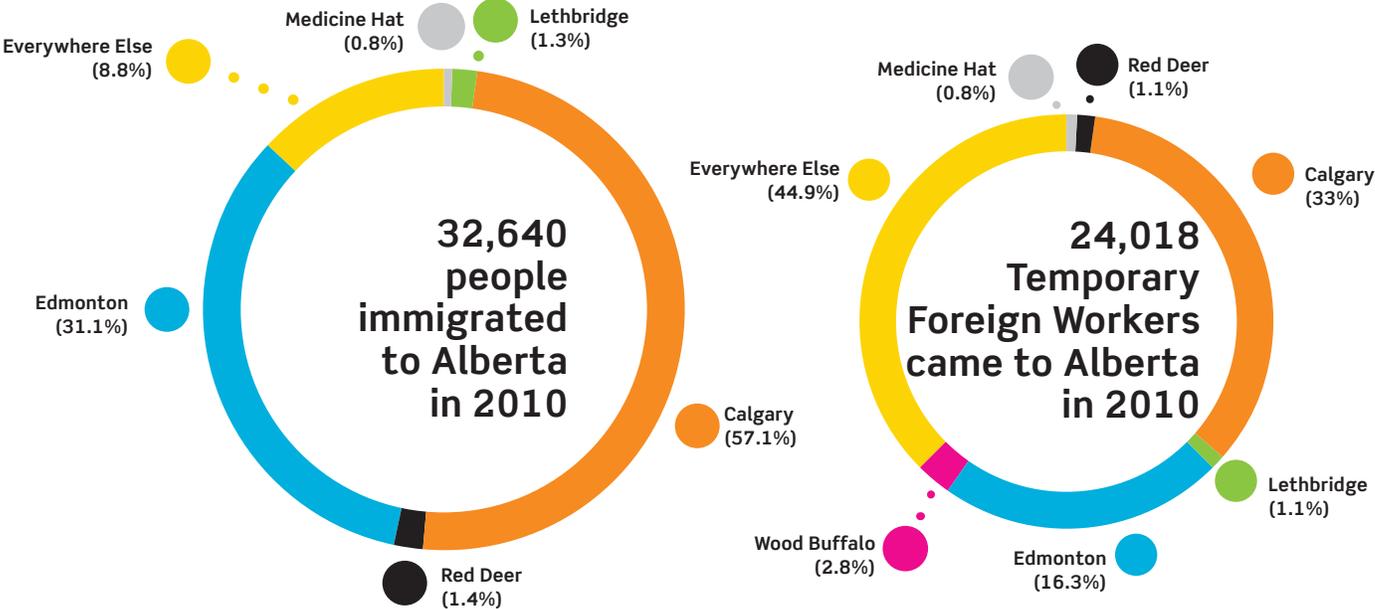
Municipalities across Alberta are asking these questions in order to fill growing job vacancies, or to reverse their dwindling population. Whatever the case, immigrant attraction and retention is not only something that municipalities need to be aware of, but is an issue that can benefit from planning.

A plan sets measurable targets, creates a unified vision and gets people working together on the same page. Not only does this reduce potentially overlapping mandates and initiatives, it strengthens the work already being done in your community to attract and retain newcomers.

This document is a guide to creating immigration action plans (IAPs). It outlines the benefits of IAPs and walks through the planning process from pre-planning activities to evaluation and revision. At the back you will find a list of useful resources, including links to a number of completed plans in use throughout Canada.



Immigration in Alberta



Data Source: Alberta Immigration Progress Report 2011. Government of Alberta.



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1. Why Plan?

“Immigration is not a quick fix for the current concerns of your community. But when you understand it—and know how to work with it—immigration offers long-term potential for the growth and sustainability of your community.”

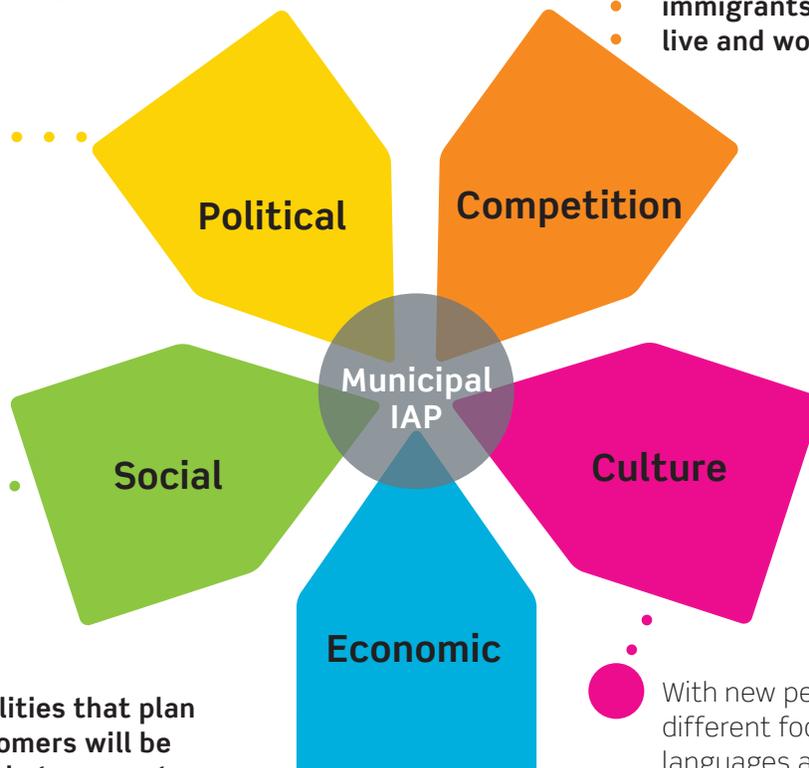
— **Attracting & Retaining Immigrants.**
A Toolbox of Ideas for Smaller Centres.

Municipal Benefits of an IAP

A plan sets measurable targets, creates a unified vision and strengthens the work already being done in your community to attract and retain newcomers. Consider some of the other benefits of an IAP for your municipality:

The increasing number of immigrants coming to Alberta, our low unemployment rates and the competition for skilled workers demonstrates the need for a plan. **Municipalities that take on the role of newcomer attraction will not only attract more immigrants, but will be able to do so in a strategic, proactive way.**

You are not only competing against other nations for skilled workers and professionals, but also with other provinces / territories and municipalities. **A good plan will give you a competitive advantage and help set your community apart when potential immigrants are deciding where to live and work.**



Municipalities that plan for newcomers will be better able to promote inclusion and equity. The increased sense of belonging this fosters helps to strengthen communities. Safety and security are enhanced, and there is greater and more diverse involvement with the institutions and processes of community life.

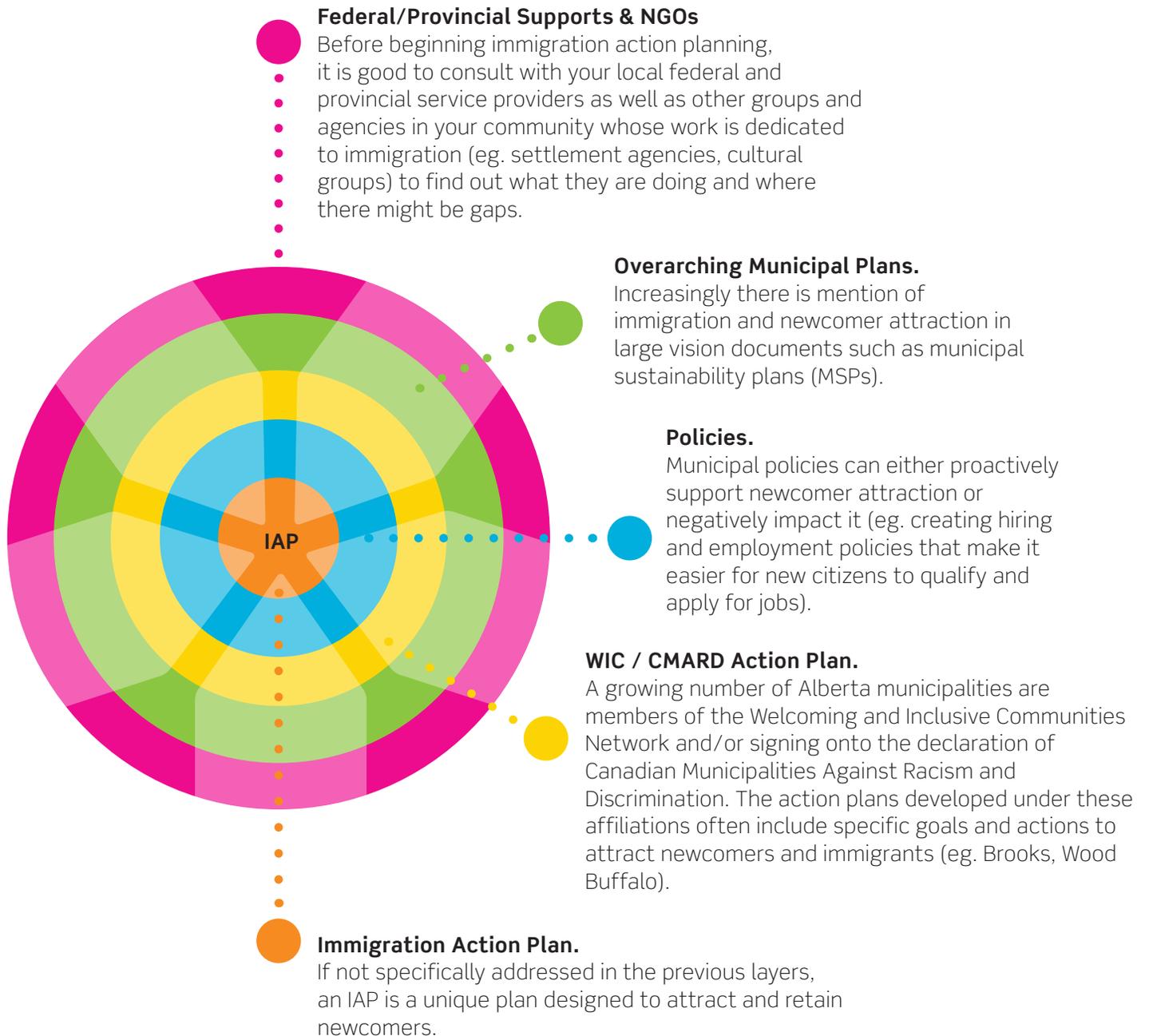
With new people comes new culture — different foods, unfamiliar dress, foreign languages and exciting events. **Municipalities that embrace and celebrate their diversity have been made richer through the creation of cultural festivals and other unique attractions.**

Aside from the obvious impact of filling existing labour needs and expanding the tax base, immigrants also often launch new businesses. **The entrepreneurial spirit of immigrants can be a boon, particularly to smaller centres struggling to attract new business.**



Where Does an IAP Fit?

An IAP is a document that outlines the specific actions your municipality will take to attract newcomers. For some communities attraction and retention is included in other plans such as MSPs. Other municipalities may want to develop their IAP as a separate document and then connect it back to their overarching plans and vision.



“It’s incredibly easy for a municipal leader to make decisions, [but it’s] very difficult to come to the point of being able to create or fulfill the promises that we have made through that commitment.”

— **Melissa Blake,**
Mayor of the RM of Wood Buffalo



2 Creating & Implementing Your Immigration Action Plan

Immigration action planning can be challenging. As in other planning processes, getting people to the table, maintaining momentum and achieving results can be frustrating. Approaching the process strategically, however, and being aware of some of the challenges involved, can help minimize these frustrations and increase your ability to successfully attract immigrants.

This section walks through the basic elements of plan creation, from start to finish. Inside you will find useful tips, templates and tangible examples of what other municipalities have done when creating their IAPs.



IAP Checklist

If you do not already have a strategy to address immigration in another municipal plan, you will want to create an IAP. This checklist walks through the five phases of action plan development. The following pages will expand on what needs to happen during each phase.



Recognition

A successful initiative must reflect a genuine community need. Is the issue bigger than a handful of individuals? Does everyone involved recognize the same issue?

- Conduct community / stakeholder group consultation(s) to determine real issue
- Collect information on immigration statistics/demographics
- Identify current municipal approach to attracting and retaining newcomers



Commitment

Addressing any issue takes hard work and commitment from a variety of sources. At this stage it is important to find out who will champion the issue and spearhead the work of your eventual vision and plan. Often this involves the creation of a committee.

- Get buy-in / support from decision makers/community champions
- Identify stakeholders and other potential partners
- Assign existing committee or create new committee or working group



Vision & Plan

You now have a clearly recognized issue along with committed people and organizations. The group must now decide what they want to accomplish in the long-term (vision) and how they will get there (a plan).

- Develop a clear vision based on the recognized issue
- Draft goals that will help reach your vision
- Decide on short- and long-term actions to reach each goal
- Develop a way to measure and evaluate each action
- Draft an action plan for review
- Finalize immigration action plan
- Approve by / inform Council



Action & Evaluation

Plans don't sit on the shelves anymore; they're available on websites for everyone to read. Divide the plan's actions between your group of knowledgeable, committed and engaged individuals and have them report back on their progress.

- Communicate vision and plan to stakeholders and community
- Enact plan
- Conduct community / group consultations
- Evaluate plan against reality (eg. demographics, consultations, etc)
- Recommend future goals / refine vision
- Revise plan in a set amount of years



Celebration

Celebrating and recognizing accomplishments not only keeps committee morale high, but it's an excellent way to promote your work on a large scale and potentially attract more support from the community.

- Promote accomplishments throughout the community
- Plan community events and celebrations

1 >> Recognition

Successful action plans are grounded in solid research and a reliable, in-depth assessment of your community’s current and future needs.

Assessment means identifying your municipality’s current approaches to attracting and retaining newcomers and immigrants. **What policies might impact an immigrant’s ability to integrate into the community or gain employment? Are there any current practices that are designed to attract newcomers? Any plans that involve marketing and economic development?**

This step also includes determining important baseline information from the community such as: **demographic data; analysis from past projects and research; insights gained from key stakeholders;** and **input from newcomer communities themselves.**

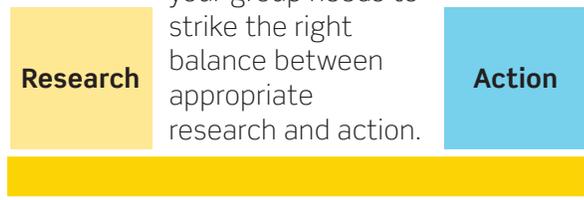
With this research in mind, consider specifically why your community needs an IAP. The recognition of not only the need for a plan, but what it aims to accomplish, is an important first step in immigration action planning.

Why Do We Need an IAP?

- Attract employees
- Expand tax base
- Increase diversity
- Other?

The Need for Balance

As important as good research is to creating IAPs, too much research can sometimes negatively impact momentum. To achieve results and keep things moving, your group needs to strike the right balance between appropriate research and action.



To Do

- Conduct community / group consultation(s) to determine real issue
- Collect information on immigration statistics/demographics
- Identify current municipal approach to attracting and retaining newcomers



Know your local reality

“Census data can be quite useful in gathering information related to community demographics, employment rates, income levels, housing and crime rates. These statistics can be helpful in establishing a baseline for your anticipated results”

— CMARD Toolkit.



Who should we invite to the table?*

- Government (three levels)
- Neighbouring municipalities
- Employers, business and labour organizations
- Service groups
- Economic development offices
- Language training programs
- Immigrant / Settlement agencies
- Immigrant community groups
- Libraries, recreation providers
- Chamber of Commerce
- Unions
- School boards, schools, post-secondary institutions
- Faith communities
- Health institutions and agencies
- Law enforcement agencies, military
- Professional trades associations
- Community service providers
- Social planning and advocacy groups
- Landlords and housing associations
- Established newcomers
- Media
- Co-operative organizations

2 >> Commitment

Ongoing involvement and commitment from community leaders is vital to get any results from your action plan. Support from elected officials, local groups and other leaders can help to mobilize resources, increase support and shape public opinion.

This kind of commitment also demonstrates to members of minority communities and potential immigrants that your community is committed to creating a positive living and working experience for themselves and their families.

Community engagement and an open and transparent process are both key ingredients in promoting plan ownership. This involves determining who will ultimately be responsible for initiating and following up, as well as who will have fiscal responsibility.

You may decide that it's not about getting everyone around the table, but about getting the right people around the table. Use different events to create various configurations of partnerships.

To Do

- Identify stakeholders and other potential partners
- Get buy-in / support from decision makers/ community champions
- Assign existing committee or create new committee or working group

(Regionally) Planning Together

Many Alberta municipalities are working together as regions to attract newcomers. Initiatives such as the **Newell Regional Expo** in the south and collaborative work in the north-central **Lakeland Region** empower small to mid-size municipalities by pooling both resources and expertise to create mutually beneficial results.

* — Adapted from *Attracting & Retaining Immigrants. A Toolbox of Ideas for Smaller Centres*. Inter-Cultural Association of Greater Victoria



Creating Diverse Committees

You want to create a group that is reflective of the work you are trying to do — attract newcomers and immigrants. Before starting your committee, determine:

- Have we developed a Terms of Reference?
- Who should be on this committee? What kind of skills and background are required? Does the makeup reflect the community?
- What is the nomination / application process?
- Is the process for joining clear and transparent? Is there enough information for interested individuals to make a decision?
- How and where will we advertise vacancies?
- Have we planned enough time for recruitment? Training and orientation?
- What is in place to ensure succession planning?
- How will we address the dynamic between paid and volunteer members?

Do We Really Need a Committee?

Maybe not. Depending on the needs of your municipality, action plans can be created at varying levels of input/consultation by small groups, or even individual staff members.

Making a Terms of Reference

Clarity is vital when working with a diverse group. A good terms of reference will help you advertise your committee to potential members and help them to understand what is involved in being part of the group.



Role

*What is the committee's purpose?
Why does it exist?*



Responsibilities

What kind of activities will the committee undertake?



Membership & Decision Making

*Who needs to be on the committee?
What decision-making process is used?
How many members need to be in attendance at meetings? Who will chair meetings and keep the committee on track? When a decision is made, will it be implemented or referred to council or another group?*



Frequency

How many (regular) meetings will be held? How will they be called? Who will call them?



Resources

What organizations will supply which resources (human or capital)?



Reporting

How will the committee report? Who does it report to?

Last Reviewed: *Date of Review*

Common IAP Committee Challenges

Gaps in expertise & knowledge

Infrequent meetings /
diminished momentum

Agencies keep sending
different representatives
(no consistency)

Limited paid staff available

It's unclear what being on the
committee involves

Lack of diversity on
committee

Helpful Solutions

- Utilize established networks for knowledge sharing
- See 'Resources' Section (p.26)
- Set fixed meeting schedule 6 months or 1 year in advance
- Get input from members as to appropriate content, times and format
- Make sure you are acting, not just talking
- Secure individual commitment for a fixed term
- Work with management to commit staff time for IAP
- Engage volunteers
- Cultivate a practice of asking for support from agency partners and community members
- Limit IAP scope to what can be done sustainably by volunteers
- Clarify roles & responsibilities of members
- Create terms of reference including term of membership, meeting schedule and committee structure
- Connect board recruitment and retention to your efforts to partner with immigrant communities and recruit diverse volunteers
- See 'Committee Diversity' Box (p. 12)

Your First Meeting

A successful first meeting requires a lot of planning and just as much patience. If you approach this meeting with excitement and passion about the issue, it can help inspire others to be involved. Start with a core group of stakeholders and begin the discussion with the issues facing your community. This is your opportunity to confirm if an IAP is really needed in your community or if the issue can be addressed in a different way or under a different plan.

(see also **Who should we invite to the table?** p. 11)

It takes two.

“Integration is a two-way process, requiring adjustment on the part of both newcomers and host communities. The Immigration and Refugee Protection Act (IRPA) of 2001 reflects this, stating that the successful integration of permanent residents into Canada involves mutual obligations for new immigrants and Canadian society. Ultimately, the goal is to support newcomers to become fully engaged in the social, economic, political, and cultural life of Canada.”

— **Local Immigration Partnerships: Building Welcoming and Inclusive Communities through Multi-Level Governance**



Sample agenda for the first committee meeting

- Introductions
Why are you interested in immigration planning?
- Background
What are the issues in our community related to immigration?
Briefing on local demographics
Who is doing what with regard to immigration?
- What & Who Is Missing
What information do we still need to know?
Who else should be here?
- Decision
Do we need an immigration action plan?
Should we proceed?
If so, plan for the next meeting.





3 >> Vision & Plan ●...:

To attract and retain newcomers, the goals and actions you develop must align with your community's vision.

At this point, you now have a clearly recognized issue along with committed people and organizations. The group now must decide what they want to accomplish in the long-term and how they will get there.

To Do

- Develop a clear vision based on the recognized issue
- Draft goals that will help reach your vision
- Decide on short- and long-term actions to reach each goal
- Develop a way to measure and evaluate each action
- Draft an action plan for review
- Finalize immigration action plan
- Approve by / inform Council

Working with your vision

Each municipality has its own unique vision for the future that guides the creation of policies and strategies. When creating an IAP, keep the principles and values of your community's vision at the forefront of your planning by aligning your IAP with other important documents like municipal sustainability plans (MSPs) or external marketing and communications plans.

What are your community's priorities?

- Celebration of diversity
- Language accessibility
- Supporting local programs
- Education and awareness
- Accessibility
- Increasing social programs
- Promotion of existing programs
- Policy work
- Marketing
- Safety
- Promoting health care services
- Other



“Linking your plan of action to existing priorities, initiatives and networks can have a number of advantages: it can contribute to the ongoing sustainability of your initiatives, allow for greater sharing of resources, prevent the fatigue or “burn-out” of the individuals and organizations involved, and allow you to benefit from the wealth of knowledge, skills and experiences that already exist in your municipality.”

— CMARD Toolkit



A Tale of Two Munis

There is no one right way to do action planning; the process is unique to the community. Below are examples of two northern Alberta municipalities with similar challenges but different approaches to IAPs.

Grande Prairie Immigration Action Planning Session

In 2012, the City of Grande Prairie held two different planning sessions to draft their immigration action plan. The sessions were small (fewer than 10) and comprised of members of the local Welcoming and Inclusive Community (WIC) committee.

Facilitated by the AUMA, the sessions built on Grande Prairie's 2010 WIC Action Plan and were to help create a new plan for the next 3-year period, this time with a distinct focus on working with newcomers.

The five-step planning process involved:

1. Creating a vision of a Grande Prairie that is welcoming and inclusive of newcomers
2. Mapping out challenges & opportunities
3. Identifying and ranking priorities for action
4. Translating priorities into goals and action items, with corresponding indicators and resources required
5. Creating an action plan for moving forward

Based on the discussions about a vision for Grande Prairie and the maps of challenges and opportunities, a list of priorities was created and ranked in order of importance. Using SMART (**see page 19**) planning guidelines, participants took the two top-ranked priorities and outlined detailed action items for each priority.

The Grande Prairie committee will now review the draft plan and, after finalizing their actions and goals, start implementing the process of newcomer attraction; keeping Council informed of their progress.

Wood Buffalo Diversity Summit

In 2012, the Regional Municipality of Wood Buffalo hosted a Diversity Summit to engage stakeholders in developing a community action plan. The five-year plan will set out key actions to “make the region a more welcoming and inclusive place to live, play, work and grow.”

No stranger to this type of work (this will be sixth update to the original plan) Wood Buffalo has the process down to a science. The day was divided between presentations, panel discussions and group planning sessions. By the end, the 100+ participants had a solid idea of what the municipality and other community stakeholders (including non-profit groups and business) are doing with regard to attracting newcomers and creating a more welcoming and inclusive community.

What's unique about this kind of process is the wide variety of people who attended the session. In addition to the usual suspects from agencies, government and non-profit, there were also representatives from business, post-secondary institutes, libraries, recreation facilities along with recent immigrants and general members of the community.

By making the day more than policies and plans and focusing on the human element of the work, organizers were able to both generate excitement about the work and receive a lot of quality feedback into their community action plan.



Your Second Meeting

After the preliminary work of recognizing the issue and getting the necessary commitment, you are ready to begin the action plan. There is still a lot of information to be gathered, but now you have a framework (and a group) to work with. After the second meeting, you should know who is going to do what and when.

Strengths, Weakness, Opportunities & Threats (SWOT)

To proceed with an effective IAP, committees need to consider their community or region's strengths, opportunities, weaknesses, and threats. To do this effectively, a certain amount of background work will be necessary prior to the second meeting.



Sample agenda for the second committee meeting

- Introductions & Welcome
- Overview & Updates
 - Review of previous meeting*
 - Relevant updates*
- SWOT Analysis
 - *Discussion of resources available in our community*
 - *What additional resources are available (eg. provincial, federal)*
- Information Gathering / Planning
 - How have other communities approached immigration planning?*
 - Discussion of potential ideas / actions for the plan*
- Assignments & Responsibilities
 - What do we need to know for the next meeting?*
 - Who is going to do what? When?*
- Next Steps
 - Time and place of next meeting*



Planning Session(s)

After your second meeting, it might be the right time for a longer and more dedicated planning session. A well-run planning session will give you the raw materials you need to create an action plan. This is your opportunity to tap into the creative energy, collective intelligence and unique experiences of the group.

There are many ways to approach and facilitate planning. Find the best fit for your group but don't be afraid to try something new.

Four group exercises to try out

Icebreakers

Icebreakers are a good way to build rapport and trust in a group that has never worked together before. Consider trying a barometer exercise to get people talking about their opinions on an issue/situation.

Dotmocracy

Identify the priorities of the group and give participants a certain number of 'dots' they can use to vote for their preference. The official version can be found online at dotmocracy.org, but you can customize your own version with large sheets of paper and some sticky dots.

Funny Money

Instead of dots, give participants a set amount of fake money that represents their taxes. Have them decide which priorities receive how much of their money.

Pitch & Plan

Working in groups, participants develop a pitch for an assigned priority. The pitch must include concrete action items, who will do it, how it's measured and the required resources. After a set amount of time, one person from each group pitches their idea to another group. After pitching the idea, the pitcher must listen as the group discusses the idea. The pitcher then returns to their original group with this feedback to refine their idea.

Do you agree? *Fill your one dot below & sign on the right:*

Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
Strengths & Opportunities			Concerns & Weaknesses		

Optionally add brief comments:

Facilitation methods such as Dotmocracy (above) can be useful to quickly determine the priorities of large and diverse groups.

A good facilitator helps stimulate participation, builds consensus, handles difficult situations, and enables groups to focus and work together creatively. Ideally, effective facilitation can take you all the way through to the creation of a useful plan.

Where Can I Get A Facilitator?

There is no shortage of consultants in the province willing to facilitate your action planning session. If your budget is limited and you don't want to do it yourself, the Government of Alberta offers its own facilitation services throughout the province.

To find out more about this option, contact one of the Community Development Officers at:

803 Standard Life Centre
10405 Jasper Avenue
Edmonton, Alberta T5J 4R7

Phone: 780-427-2522
Fax: 780-427-4155



Tools for Your IAP

In this section you will find sample goals, action items, and a template to help create your own IAP. For additional information and suggestions, see the appendix of this document or visit the AUMA's WIC microsite at wic.auma.ca



Proximity & Opportunity.

“Surveys of newcomers consistently show that proximity to family and friends, the chance to own a home and establish communities, along with employment prospects, and affordable, efficient transportation options are top priorities, placing municipally based services at the forefront of immigrants’ needs.”

— **Starting on Solid Ground: The Municipal Role in Immigrant Settlement**

Creating SMARTer Goals

SMART goals describe specific and measurable ways you would like a certain part of your community to be. SMART guidelines can help you refine your action items as you develop them. To work, they need to be achievable with your resources, relevant to the community and be time specific (eg. short- vs. long-term). Linked together, your goals will help you realize your plan’s overall vision.

Sample Goals

- **Create affordable ESL and other language training programs in accordance with community need.**

- **Host, participate in and promote more inclusive celebrations in our community.**

- **Make our community more accessible and welcoming to newcomers and immigrants.**

- **Develop social and economic incentives to promote our community to newcomers and immigrants.**



Sample Action Items

To help populate your IAP, mix, match and use some of the sample action items below:

Launch a community welcome telephone hotline / website portal	Host speakers from different cultural communities	Join the provincial network of Welcoming & Inclusive Communities (WIC)
Plan a cultural event / celebration	Develop an ESL program in K-12 schools	Create photo books to illustrate municipal services
Implement Safe Harbour — Respect for All Program	Implement an awards program to recognize immigrants	Create literacy kits at the local library
Launch a multi-lingual website	Develop culturally sensitive summer playground program(s)	Establish a New Arrival Centre
Offer cultural awareness training to municipal staff	Offer Mango language learning software at library	Offer free building lots and civic tax holidays to immigrants
Create a revolving loan fund to assist with relocation costs	Host Cultural Cafes for all residents to discuss diversity	Create and fund a settlement outreach worker position
Work with settled immigrants to sponsor other family members	Work with faith communities to sponsor refugees	Create a strategy to encourage immigrants to run for municipal office

Sample Action Plan

Action items can be generated from your knowledge of the needs, capacities and opportunities that were identified in the recognition and commitment phase, as well as your initial meetings. Your action plan should define what, how, who and when everything will happen.

The following is a basic setup for a typical action plan:

Identified Priorities

1. *It can be challenging to balance how many priorities the committee should take on.*
2. *Focus on the highest rated items first and then as you gain momentum, play to the*
3. *strengths, size and commitment of the group.*
- 4.

Goal #1.

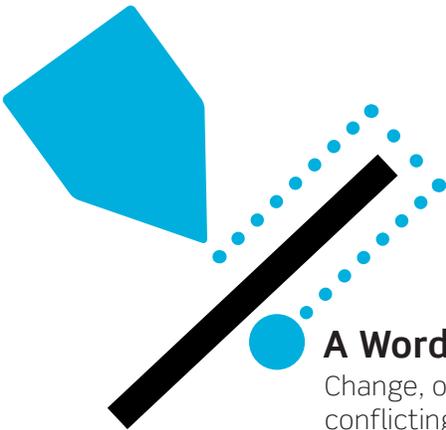
<i>Your group's first priority.</i>	
Action Item(s)	Success Indicator(s)
<i>A specific action to help reach the goal.</i>	<i>How will you know the action is complete, or how will its success be measured?</i>
—	—
Resources Required	
<i>Capital & Physical Resources</i>	<i>Human Resources</i>
Timeline	
<i>Month/year — Action item / milestone</i>	

+ Repeat and expand as necessary
See p. 26 for sample action plans



A Word About Evaluation

If you have set realistic goals with measurable outcomes, evaluating the success of your plan is much easier. It is good to keep in mind, however, that **the baseline measure of your IAP should always be the quality of life of newcomers and all residents.**



Staying the Course & Reaping the Rewards

The demographics in the City of Brooks have changed considerably in the past decade. A significant portion of the population is comprised of newcomers and temporary foreign workers. Integration has presented some challenges for the community. In response, the City of Brooks has been very active in their efforts to create a more welcoming and inclusive community.

The municipality has also worked at a regional level on initiatives such as the Newell Regional Expo — a joint effort by the City of Brooks, County of Newell, Medicine Hat College, Grasslands Family and Community Support Services, settlement agencies, and other towns, villages and hamlets in the region.

Other positive outcomes for Brooks include:

- Implementation of an awards program to recognize organizations and businesses that have made efforts to be more inclusive.
- Addition of a full-time inclusion coordinator at the municipality.
- Organization wide diversity training on an annual basis. Every member of the municipality's staff (around 85-100) participates in these training sessions.

For more information, visit www.brooks.ca

A Word About Roadblocks

Change, of course, is a messy and unpredictable process. Added to this, conflicting visions, ideas, priorities, power levels and availability of resources are all factors that may lead to roadblocks and even set backs in your plan. Recognizing that there are going to be challenges, keeping your overall vision in mind and maintaining a safe and inclusive process will help minimize the challenges.

The key is not to get discouraged by roadblocks. Immigration action planning is a long-term process and, in the end, success depends on many factors that are out of your control. **Sticking to your plan, while leaving room for flexibility and learning, will give your municipality the best opportunity to accomplish your goal of attracting and retaining newcomers.**

Blocked? Why not try ...

- Using an external group facilitator (p. 18)
- Additional education and training (p. 22)
- Celebrating your successes (p. 24)
- Reviewing the Common IAP Committee Challenges (p. 13)





I believe in Alberta and its people.

We aren't the same. Our differences make our home unique, vibrant and strong.

I pledge to embrace diversity and do my part to make Alberta a welcoming and inclusive place to live and visit.

Signed Blair Mason

AUMA's WIC Network has materials, templates and guidelines available to promote the idea of welcoming and inclusive communities. Materials such as a pledge board (pictured) and a festival guide can help your municipality celebrate IAP accomplishments and educate the public at the same time (wic.auma.ca).

1

Recognition

2

Commitment

3

Vision & Plan

4

Action & Evaluation

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Celebration

5 >> Celebration ●.....:

Celebrating and recognizing accomplishments not only keeps committee morale high, but is an excellent way to promote your work on a larger scale and potentially attract more support from the community.

To Do

- Promote accomplishments throughout the community
- Plan community events and celebrations



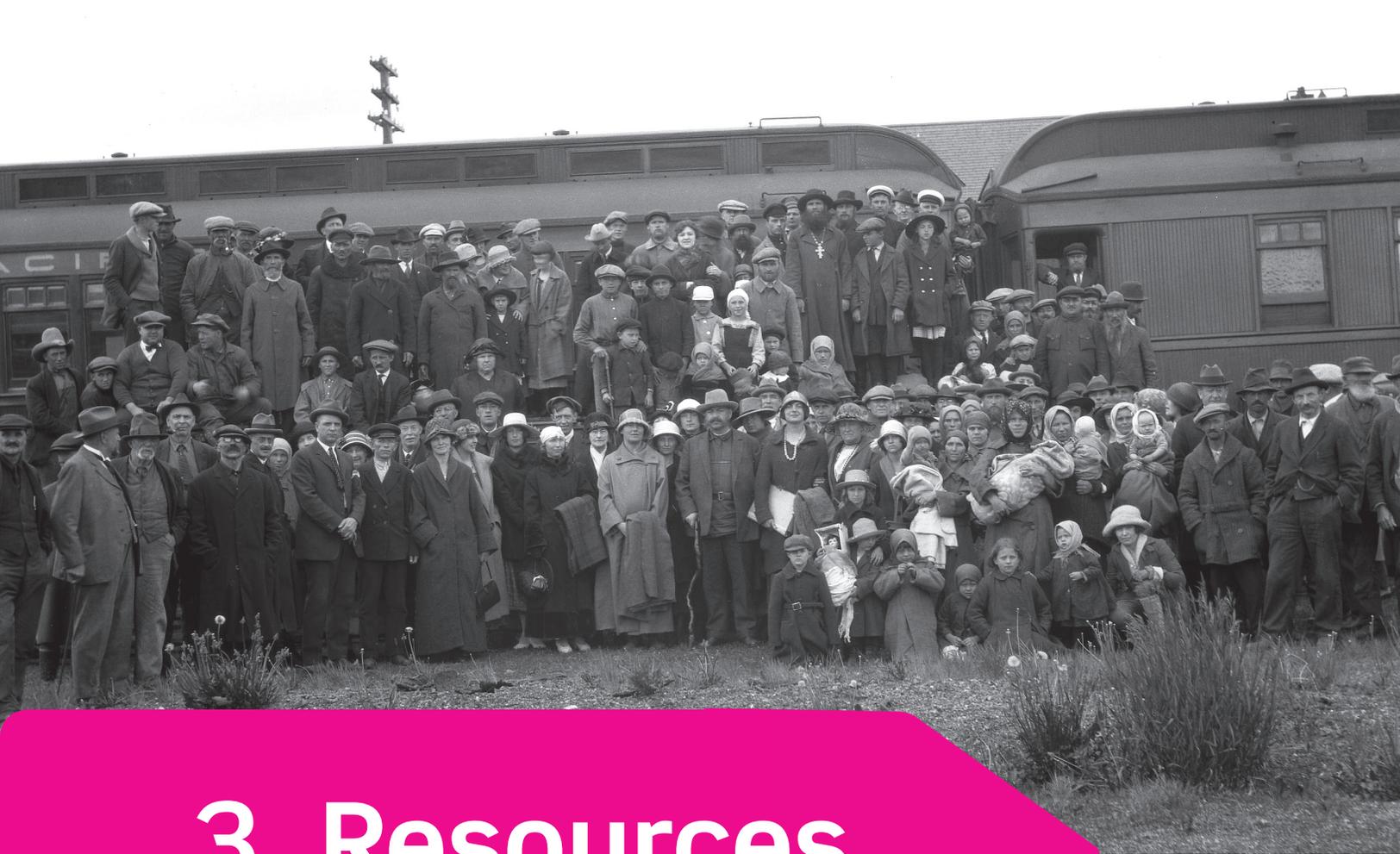
Ideas Worth Celebrating

Events.

Events are the perfect opportunity to partner with more agencies & community groups, as they are short term, they don't require extensive commitment from groups with stretched resources, and can be a 'test case' for longer-term partnerships. They can also offer concrete wins so that people can see their successes and be more inclined to work together again.

Recognition Programs.

Recognizing the work and courage of those who have relocated to your community or those who have helped others immigrate is important. Awards programs and other forms of recognition not only raise awareness but motivate others to reach out for such accolades.



3. Resources

The following is a partial list of immigration actions plans that have been adopted by municipalities throughout Canada. While each is unique, there are basic principles that can be applied in a variety of situations.

On the next page you will find a list of websites and other documents that may be helpful as you craft your own IAP.

Real Life Examples of Action Plans

- **Halifax Regional Municipality Immigration Action Plan**
www.halifax.ca/council/agendasc/documents/ActionPlanSept05_WebRes.pdf
- **Hamilton Immigration Strategy & Action Plan**
http://www.hamiltonimmigration.ca/sites/hamiltonimmigration.ca/files/Immigration-strategy_reader-spreads.pdf
- **Lawrence Heights Local Immigration Partnership Settlement and Employment Strategy & Action Plan**
http://www.toronto.ca/newcomer/pdf/lawrenceheights_strategy.pdf
- **Welcome Home: Saskatoon Immigration Action Plan**
<http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/ImmigrationActionPlan.pdf>

Photo: Russian Immigrants, June 20, 1924.
(Carl Walin Collection. Courtesy of the City of Wetaskiwin Archives.)



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Recognition

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Celebration

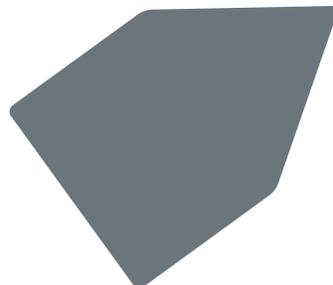
Websites & Documents to Help With Immigration Action Planning

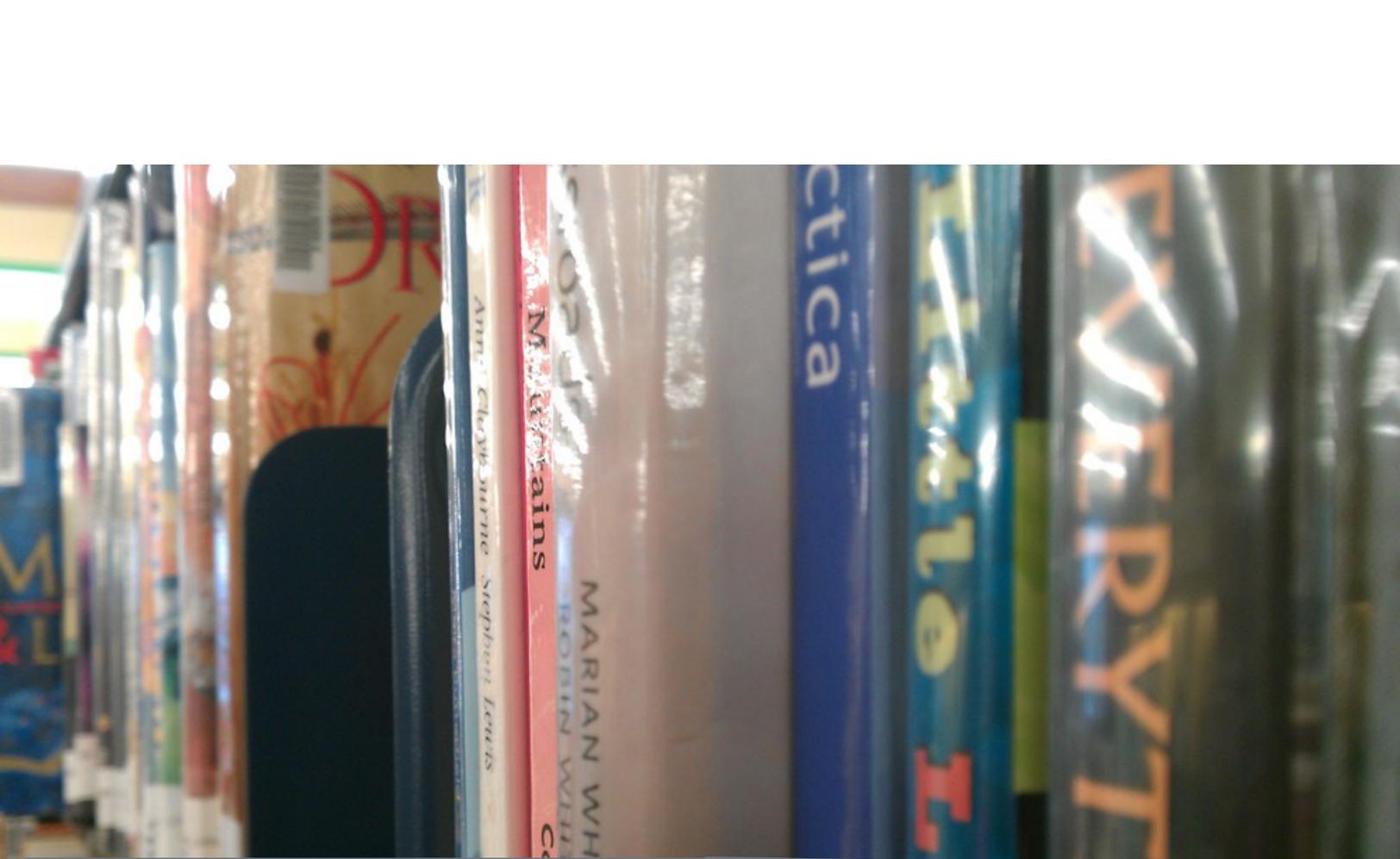
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Alberta Association of Immigrant Serving Agencies
www.aaisa.ca
- 
Attracting & Retaining Immigrants. A Toolbox of Ideas for Smaller Centres
employment.alberta.ca/documents/WIA/WIA-EN_Toolbox.pdf
- 
AUMA WIC Microsite & Toolkit
wic.auma.ca
- 
CMARD Toolkit
www.unesco.ca
- 
Prairie Metropolis Centre
pcerii.metropolis.net
- 
Welcoming Communities Initiative
welcomingcommunities.ca
- 
Government of Alberta Immigration Web Portal
albertacanada.com
- 
Local Immigration Partnerships: Building Welcoming and Inclusive Communities through Multi-Level Governance
www.horizons.gc.ca/doclib/2011_0061_Burr_e.pdf
- 
Starting on Solid Ground: The Municipal Role in Immigrant Settlement
www.fcm.ca/Documents/reports/Starting_on_Solid_Ground_Municipalities_and_Immigration_EN.pdf
- 
Diversity in Governance. A Toolkit for Nonprofit Boards
diversecitytoronto.ca/wp-content/uploads/Diversity-on-Non-Profit-Boards-Toolkit.pdf
- 
Guide to Encourage Newcomer Volunteerism
www.ocasi.org/index.php?catid=175
- 
Citizen & Immigration Canada Statistics
www.cic.gc.ca/english/resources/statistics/index.asp
- 
Language Instruction for Newcomers to Canada (LINC) Program
www.servicecanada.gc.ca/eng/goc/linc.shtml
- 
Settlement.Org (Ontario)
www.settlement.org
- 
A Quick Reference Guide for Facilitators
www.omafra.gov.on.ca/english/rural/facts/95-073.htm
- 
How to Plan Accessible Events
www.accessibility.london.ca/accessibility/GuideAccessible_IndoorEvents.pdf
- 
Everybody's Welcome: A Social Inclusion Approach to Program Planning and Development for Recreation and Parks Services
www.sfu.ca/dialog/study+practice/media/pdf/Everybody-is-Welcome.pdf

Questions?

The Welcoming & Inclusive Communities Initiative
can be reached at:

Alberta Urban Municipalities Association
 Alberta Municipal Place
 300, 8616 - 51 Ave Edmonton, AB T6E 6E6
 Email: wic@auma.ca
 Phone: 780-433-4431





4. Appendix

In 2012, the City of Grande Prairie held two planning sessions to draft their immigration action plan. Facilitated by the AUMA, the sessions built on Grande Prairie's 2010 WIC Action Plan and were intended to help create a new plan for the next 3-year period, this time with a distinct focus on working with newcomers.

The follow pages contain the draft Grande Prairie Immigration Action Plan created by the group (in conjunction with the AUMA). The final plan is being review by the local WIC and will be approved and implemented in the fall of 2012.

Identified Priorities

1. Host, be involved with and promote inclusive celebrations in GP.
2. Create low-cost French as a Second Language and increase number of English as a Second Language programs in accordance with community needs.

GOAL: Host, be involved with and promote inclusive celebrations in Grande Prairie.	
ACTION ITEMS	INDICATORS OF SUCCESS
Create & launch a Welcoming and Inclusive Communities Committee webpage.	Website created and initial content posted. Current and up to date information posted on a weekly basis. Number of website visits and submissions (review monthly).
Organize an annual Canada Day float.	Number of groups involved and participants attending.
Assist with annual Heritage Days celebrations.	Number of groups involved and participants attending. Revenue made through ticket sales.
Host events each year for March 21, the International Day for the Elimination of Racial Discrimination.	Number of groups involved and participants attending. Educational outcomes, as measured by pre and post-testing.
Promote Grande Prairie Taste.	Third party WICC support Number of groups involved and participants attending. Promotion of community involvement. Number of businesses involved.
RESOURCES REQUIRED	
<ul style="list-style-type: none"> • Time • Volunteers • Money, including donations • Staff • Increase in partnerships 	

- Business sector participation
 - Agency participation
 - Supplies
- Who is involved?
- WICC (members, agencies)
 - Multicultural groups
 - City – IT, Staff
 - Public
 - Muskoseepi Park
 - Grande Prairie Museum

TIMELINE

- July 2012 – Canada Day
- August 2012 – Heritage Days celebration
- March 2013 – International Day for the Elimination of Racial Discrimination

GOAL:

Create low-cost French as a Second Language and increase number of English as a Second Language programs in accordance with community needs.

ACTION ITEMS	INDICATORS OF SUCCESS
Find funding. <ul style="list-style-type: none"> • WICC GP • Grande Prairie Council for Lifelong Learning • Grande Prairie Centre for Newcomers • l'ACFA 	Stable funding secured. Level of collaboration between partners/co-applicants. Number of letters of support from community agencies and groups.
Develop programs. <ul style="list-style-type: none"> • Identify target audience (this will affect funding sources and marketing strategies) • Find location/space • Develop curriculum • Train staff and volunteers 	Target audience clearly identified. Space, program materials & supplies secured. Staff and volunteers recruited, hired and trained.
Market programs. <ul style="list-style-type: none"> • Ensure that all local agencies & groups that encounter newcomers have up to date information and can effectively refer clients: municipal, provincial and federal government service providers and departments; schools; library system; health services; GPRC etc. 	Full attendance in classes or waiting list. Number of referrals from agencies, number of agencies referring (collect this information during intake/registration).
Decrease barriers to access. <ul style="list-style-type: none"> • Childcare • Transportation • Cost 	Full attendance in class of diverse range of learners. Clients are satisfied. Share the success.
RESOURCES REQUIRED	
<ul style="list-style-type: none"> • Funding for staff training, resources, incentives and celebrations • Community/Agency support & referral • Program supplies • Location/space • Curriculum expertise 	
Who is involved? <ul style="list-style-type: none"> • Initiating 	

- WICC GP
- Grande Prairie Council for Lifelong Learning
- Grande Prairie Centre for Newcomers
- I'ACFA
- CIP
- FRCL
- Grande Prairie Public Library
- Championing
 - All of the above
 - Business community
 - Chamber of Commerce
 - Service clubs
 - Provincial & Federal Government
- Carrying out
 - Grande Prairie Council for Lifelong Learning
 - I'ACFA
 - Grande Prairie Public Library
 - Grande Prairie Centre for Newcomers
 - WICC GP
 - Volunteer Services Bureau

TIMELINE

- Sept 2013 – Secure funding
- Sept 2013 – Secure staff, space, program materials
- Sept 2014 – Full attendance in classes
- Sept 2015 – Full attendance in classes of diverse range of learners

Facilitation Tips & Suggestions

>> Introductions

After telling participants why they are here and what the process is going to be, it's important to find out who is involved.

Keep it short. Find out who everyone in the room is, who they represent, and ask them what their **one expectation** is from this session. Record the expectations on a white board or flip-chart.

>> Stand Up If ...

Expand everyone's understanding of who is in the room by making some simple connections. Have participants stand up if their background or situation applies to relevant scenarios. Sample 'stand-up' scenarios could include:

- Your parents/grandparents came to Canada from another country
- You have traveled, worked or studied in another country.
- You speak more than one language
- You have been to a multicultural event in the last 6 months

>> Set Guidelines for Working Together

- We are all learners and teachers
- Listen first; suspend judgments and seek to understand other people's perspectives
- Allow space for others to participate
- Speak authentically
- Share what feels right for you
- Other guidelines proposed by the group**

>> Large Group Activities

Where Do We Stand?

Find out the current situation by asking the group a series of **agree** or **disagree** questions about their perception of their community. Sample questions could include:

- Our community feels more comfortable around some people from minority ethnocultural groups than others ...
- Our community is able to easily and effectively work with linguistic and cultural differences of all residents and visitors ...
- Our community shows patience and understanding with limited English speakers ...
- Our community can do more to be welcoming and inclusive of all residents ...

Priorities

Ask the group directly: "What are our priorities?" The question, while simple, can be revealing as to what the group really wants to accomplish.

>> Small Group Activities

Current Situation

At various points throughout the session, divide into smaller groups of 2 or 3 and ask them to answer specific questions such as:

- What does a community that is welcoming & inclusive of newcomers look like?
- What are the opportunities within our community?
- What resources already exist?
- What funding avenues may we explore?

Pitch & Plan

Working in groups, participants develop a pitch for an assigned priority. The pitch must include:

- Concrete action items** that will allow you to achieve your goal
- Who** will do it
- Indicators** of success
- What is **required** to get it done?

After a set amount of time, one person from each group pitches their idea to another group. After pitching the idea, the pitcher must listen as the group discusses the idea. The group needs to consider: Is the idea feasible? Is there something that should be added? Any ideas to add? Gut feelings? How will this work in the region?

The pitcher then returns to their original group with this feedback to refine their idea.

Refining the Pitch

Goal	
Action Item(s)	Success Indicator(s)
<i>A specific action to help reach the goal.</i>	<i>How will you know the action is complete, or how will its success be measured?</i>
—	—
Resources Required	
<i>Capital & Physical Resources</i>	<i>Human Resources</i>
Timeline	
<i>Month/year — Action item / milestone</i>	