



## So you want to form a WIC committee?

A how-to guide on creating a successful terms of reference for your municipality's welcoming and inclusive communities committee





## What is the Welcoming and Inclusive Communities (WIC) initiative?

Before you begin working through your terms of reference, you should have a clear understanding of what exactly a welcoming and inclusive community is.

A welcoming and inclusive community is one which is free from discrimination and where residents feel able to participate in all aspects of the social, cultural and economic life of the province.

WIC is supported through a partnership between the AUMA and the Alberta Human Rights Commission. The goals of the initiative are:

- to build municipal capacity to become more welcoming and inclusive;
- to support a provincial network of welcoming and inclusive communities as a means to facilitate the sharing of best practices and capacity-building opportunities; and
- to serve as a source of information and support for municipalities implementing welcoming and inclusive initiatives.

In addition, the WIC initiative supports municipalities who have joined the Canadian Coalition of Municipalities against Racism and Discrimination (CMARD). CMARD is part of an international network of municipalities working together to combat discrimination in their communities. In Canada, CMARD is supported by the Canadian Commission for UNESCO. To date, 14 Alberta municipalities have passed resolutions to join the Coalition.

If you would like more information about CMARD and how to join the Coalition, you can access their website at <http://www.unesco.ca/en/home-accueil/ccmard-cmrd.aspx>.

## Creating a terms of reference: things to keep in mind

Now that you have decided to form your own WIC committee, there are a few things to keep in mind before you begin your work:

- What do you ultimately want to accomplish? This question will guide you in determining the objectives you wish to achieve through your committee work. When the time comes to evaluate your hard work, it is these objectives that will help you gauge your level of success. Your objectives should be practical for the short and long term. A couple of points that can help put you on the right track:
  - Learn your community's demographics and obtain past census data to assess any trends.
  - Look at where your community appears to be heading.
  - Determine if there are any immediate short term or long term problems you can foresee.
- Your terms of reference should clearly state the overall scope and understanding of the work to be undertaken by the committee. It must make clear what is in scope and out of scope, who is responsible for what, the high level objectives, as well as any constraints or assumptions that need to be taken into account.



- Clarity is vital when working with a diverse group. A good terms of reference will help you promote your committee to potential members and help them understand what is involved in being part of the group.
- Engaging a variety of individuals will ensure that your committee has representation with a broad range of ideas and expertise.

Creating a terms of reference for your committee will help you stay organized and focused, and put structure into your committee by formalizing roles and responsibilities, scope, membership, decision-making, etc. This template has been developed as a guide to help your WIC committee address these issues and get started on making your community more welcoming and inclusive. One size does not fit all, so feel free to use this document and the sample terms of reference in the appendices as a guide to create a terms of reference that works for you.

This terms of reference template is meant to complement the information available in our WIC Toolkit and Planning Together guide, available on our website at <http://wic.auma.ca/>. The WIC Toolkit provides information on how to make WIC work in your community, how to get started on your WIC work, action planning, examples of the work other municipalities are doing and additional tools and resources you can adapt to your own community. In addition, our Planning Together guide provides step-by-step guidance on creating and implementing an immigration action plan in your community.



**Committee name**

Choose a name for your committee. Some examples currently in use include Welcoming Airdrie, City of Grande Prairie’s Welcoming and Inclusive Communities Committee, etc.

**Purpose / background**

What is the role of the committee? Why does it exist? Explain the vision and mission of the committee, the aims of the terms of reference, the guiding principles of the committee, and what the committee hopes to deliver.

**Objectives**

This section should clearly state the committee’s objectives. Focus on creating SMARTer objectives:

- Specific
- Measurable
- Achievable
- Relevant
- Timely

SMART objectives should be specific and measurable, and can help you refine your action items as you develop them. In order for SMART objectives to work, they need to be achievable given the resources available to you, relevant to the community and time specific.

Sample objectives include:

- Decrease the number of incidents of hate crimes in the community.
- Make the municipal workforce more accessible to, and welcoming of, diverse populations.
- Attract more newcomers to the community and develop tangible strategies to retain them.
- Improve the integration of newcomers in the community by increasing the number of affordable services provided to new immigrants.

Your objectives will be the cornerstones of your action plan and will guide you in coming up with action items and success indicators.

Objectives are typically listed in bullet format.

**Membership / composition**

Who should be on the committee? Membership is generally on a voluntary basis. Who you invite to sit on your WIC committee can vary widely from municipality to municipality depending on the overall scope of your committee’s work and what you hope to accomplish. Ask yourself whether the community’s key decision-makers are at the table. It is recommended that someone from Council sit on your committee.

Remember that it is also important to have your committee be representative of the diversity in your community. This means encouraging the participation and inclusion of diverse groups in your



committee. The more representative your committee is, the more insight you will gain into the diverse issues faced by different groups in your community. You can then begin addressing some of these issues.

You may want to use a community announcement template similar to the one in Appendix 3 to advertise your intent to form a committee. List who you are looking for to sit on the committee as well as a brief description of what being part of the committee would entail and the work you hope to accomplish.

List all committee members here. Some suggestions are included below. This is by no means an exhaustive list. Feel free to invite those people you find will be of most value to your committee's work.

- Councillors, CAO(s)
- Neighbouring municipalities
- Employers, business and labour organizations
- Service groups (such as FCSS)
- Language training programs
- Immigrant / settlement agencies
- Immigrant community groups
- Libraries and recreation providers
- Chamber of Commerce
- Community member at large
- Members from the Aboriginal community
- Police
- Multicultural associations
- Faith groups
- Youth groups
- Seniors groups
- School boards / post-secondary institutions
- Members from the LGBT community
- Ability / accessibility associations
- Housing associations

### **Term of membership**

Ensure that you state the term of membership. Will the committee only be active for a certain amount of time? Will membership be ongoing or have a definitive end date?

### **Membership duties**

What does being a member of your WIC committee entail? Are you expected to attend every meeting or send someone in your place if you cannot attend? Should you be reporting back to your organization about the outcomes of your WIC meetings? Will you be expected to assist in drafting funding proposals, assist with recruitment of new members, promote your committee's activities, actively participate in the completion of action items, etc.? Also, keep in mind that it is important to have a mechanism in place to deal with staff turnover or changes due to elections. You do not want your committee to hit a roadblock or fall apart entirely due to staff turnover.

### **Structure**

What will the structure of the committee look like? Internal committees are best suited to planning and managing activities that are within the municipal body itself, while external or joint committees can advise on both organizational and / or community initiatives.



In addition, sub-committees may be formed which are structured according to the operations they are tasked with carrying out. Depending on the amount of activities anticipated, it may be appropriate to form sub-committees to focus on specific needs.

Once you have identified how you would like to structure your committee, clearly define the roles and responsibilities of the members.

For more information on structuring your WIC committee, see section 3.1 of our WIC Toolkit available on the WIC microsite.

### **Decision-making**

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 directly implemented or referred to Council or another group?

### **Frequency**

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

### **Resources**

Identify the resources needed to meet the objectives of the committee – people, materials, funds, skills, etc. What organizations will supply which resources (human or capital)?

### **Evaluation**

How will you evaluate the success of your committee? How will you determine if you have reached your objectives? When will this be determined (quarterly, semi-annually, annually, etc.)? This section should provide the basis for determining whether you have reached your objectives by linking them to success indicators.

Planning ahead for how you will measure the success of your efforts and building in processes to give you ongoing feedback and long term comparative data that can be used to indicate change, is an essential part of promoting equity and inclusion and reducing racism and discrimination. The success of your efforts can be measured through the use and comparison of action and result indicators at the data collection, implementation and impact assessment phases. Ongoing participatory evaluation by key stakeholders supports a cycle of action and reflection that can be used to assess and refine your work.

Although measuring success is extremely important with this type of work, you must keep in mind the baseline data you have available for comparison and your capacity to collect the data needed. You should be able to collect and analyze such data given the capital and human resources you have at your disposal.

For example, if one of your objectives is to reduce hate crimes in your community, you may want to start with an assessment of the current situation i.e. consult census data, Statistics Canada or conduct your own survey to get an idea of how many people in your community have experienced hate crimes



before you begin your work. This data would inform the development of your action plan and where you need to focus your efforts. In other words, what specific actions must you take to achieve your objective of reducing hate crimes in your community? Such data would also serve as a baseline for later comparison. If you have the capacity to do so, it is a good idea to collect and analyze information on an ongoing basis to determine whether your strategies, approaches and implementation are on track or need revising. Once the time comes to report on your progress, you can compare current data to your baseline data to determine whether your objective has been realized.

Once you have evaluated your work, how will you share the results? When will results be shared (semi-annually, annually, once the timeframe has expired if the committee is only active for a certain period of time, etc.)? Will you present your results directly to Council? Will you release the information on your municipal website? Do you have plans to share your results with the media and if so, should you have a media plan in place?

Please see section 3.5 of our WIC Toolkit and section 2 of our Planning Together guide for more information on indicators of success and evaluation.

### Reporting

This section states how the committee will report (quarterly, semi-annually, annually, etc.) and to whom. Your reporting should include status updates on your work so you can keep Council, funders and other stakeholders updated and informed. Reporting regularly can also serve as a tool to keep your committee on track.

And remember: Do not forget to recognize your successes – celebrate!

**\*Note: To help you get started, sample terms of reference can be found in Appendix 1 and Appendix 2. For an example of another format for structuring your terms of reference, see the one posted on DiverseCity – The Greater Toronto Leadership Project’s website at:**

<http://diversecitytoronto.ca/wp-content/uploads/Diversity-on-Non-Profit-Boards-Appendix2.pdf>.



**Next steps...**

You have your terms of reference in place...now what? Begin drafting your action plan!

Your action plan details the steps you will take to achieve the objectives you have set for your committee in your terms of reference, as well as success indicators and timelines. The WIC microsite contains many useful tools and resources for drafting your action plan, including the WIC Toolkit, best practices and resources relating specifically to newcomers (see the Planning Together guide), the Aboriginal and LGBT communities and Ability issues (<http://wic.auma.ca/>).

Need help? Email [wic@uma.ca](mailto:wic@uma.ca) or call 780-433-4431.



**Appendix 1: sample terms of reference**

**\*Note: Your terms of reference does not need to be this detailed. The terms of reference below is only meant to serve as an example of the type of information you may want to include to help you structure your committee effectively.**

**Committee name**

Hello Townville

**Purpose / background**

To develop and implement a Hello Townville 2013-14 action plan that will make Townville a more welcoming and inclusive community for all, regardless of race ethnicity, ability, sexual orientation, age, income level, language, etc. With this terms of reference and the establishment of Hello Townville, we hope to create a welcoming and inclusive municipality in which all residents can feel included and fully able to participate in their community.

Hello Townville envisions a community that welcomes diversity and recognizes that such diversity adds to the social and economic vibrancy of our municipality. Our committee is guided by teamwork, committed membership, respect and appreciation for the ideas and expertise brought by each of our members.

**Objectives**

- 1) Decrease the number of incidents of hate crimes in the community.
- 2) Make the municipal workforce more accessible to, and welcoming of, diverse populations.
- 3) Attract more newcomers to the community and develop tangible strategies to retain them.
- 4) Improve the integration of newcomers in the community by increasing the number of affordable services provided to new immigrants.

The specific steps we will take to reach these objectives will be detailed in our Hello Townville 2013-14 action plan.

**Membership / composition**

- Townville Councillor
- Townville Chief Administrative Officer (CAO)
- Townville Chamber of Commerce
- Townville and area FCSS
- Townville Public Library
- Townville and area Regional Immigrant Employment Council
- Ability / accessibility representatives
- K-12 school board representative
- Townville College
- Townville Police Service
- Community faith groups
- Youth groups
- Seniors groups
- Members from the LGBT community
- Affordable housing associations
- Immigrant community group



The composition of any sub- / ad hoc committees may differ depending on the purpose for which they are formed.

**Term of membership**

Ongoing membership by all individuals, agencies and organizations listed above unless members agree to dissolve the committee or the committee lacks the human or capital resources to continue its work. Each agency / organization commits to always having a representative on the committee. If sub- / ad hoc committees are created, their term of membership may differ depending on the purpose for which they are formed.

**Membership duties**

Members are expected to:

- Attend monthly meetings and send an alternate if unable to attend to ensure that the work of the committee continues to move forward.
- Provide expertise and input into monthly meetings.
- Report back to respective agency / organization on meeting outcomes and progress in order to promote committee work.
- Assist in the drafting of funding proposals and an action plan to help achieve the committee’s objectives, and actively participate in the completion of action items as outlined in the action plan.
- Assist with the recruitment of new members through actively promoting the committee’s activities.
- If a member is no longer able to be a part of the committee, he / she is responsible for advising the other members well in advance so that a replacement can be found, if need be.

**Structure**

Hello Townville will be structured as follows:

- Committee Chair
- Committee Media Spokesperson
- Committee as a Whole
- Administrative Sub-Committee

Roles	Responsibilities
Committee Chair	Keep order, call meetings, represent committee in front of Council, report directly to Council on behalf of committee, act as tiebreaker in case of dispute.
Committee Media Spokesperson	Speak to media about committee’s work, write monthly update for municipal newsletter, update website and Facebook/Twitter accounts.
Committee as a Whole	Decide on objectives and major action items, make all final decisions, approve action plan, engage



	stakeholders, explore grant funding opportunities, promote committee.
Administrative Committee (comprised of Townville staff)	Track finances, draft meeting agendas, book meeting rooms and equipment, take minutes and distribute to all members, send meeting reminders, complete other administrative tasks as required.

**Decision-making**

A simple majority decision-making process will be used for the work of the committee as long as all members are present. If a member is absent when a decision is to be made, he / she will be consulted prior to a final decision being made.

A decision that impacts the work of the entire committee will be decided by a simple majority. A decision that impacts the work of any sub- / ad hoc committees that may be created will be decided by a simple majority of the members of that committee.

All meetings will be chaired by the Committee Chair. The Committee Chair will be appointed by members of the committee.

All decisions made by the committee will be final and directly implemented unless approval from Council or a funder is required, in which case the Committee Chair will represent the committee.

**Frequency**

Meetings will be regularly scheduled on the third Tuesday of each month from 9:00am – 11:00am (exact locations to be determined and likely to alternate). Meetings will be suspended over the summer months (July/August) unless members feel it is necessary and / or beneficial to continue having meetings at this time. Meeting reminders will be sent by the Administrative Committee.

**Resources**

Work will be completed using the following resources:

- Hosting municipality: the hosting municipality of Townville has pledged to provide \$10,000 for the committee to use to accomplish its objectives.
- Grant applications: potential grant opportunities will be explored, and funding proposals completed, by committee members. These members will also be responsible for following up with, and providing any required reports to, funders.
- In-kind support from committee members: meeting spaces, equipment and volunteers to assist with projects and / or events.

Resource requirements will be further detailed in the action plan.

The committee budget and overall finances will be tracked by the Administrative Committee.



**Evaluation**

The committee will undergo an annual review in June of each year to determine if objectives have been achieved and to highlight any areas for improvement. This terms of reference will also be reviewed at the same time to ensure that it is still relevant and will be updated as needed.

Data Collection

In order to establish baseline data, committee members will analyze any previous anti-discrimination and diversity work completed by the municipality or community-based organizations, as well as census data and data from Statistics Canada to obtain information on:

- Unemployment rate of racialized groups
- Income levels and poverty rates by ethnic or national origin
- Residential segregation
- Hate crimes
- Number of reports of racist incidents
- Representation of diverse groups within municipal Council and in management of local bodies
- Number of discrimination complaints
- Citizens’ feelings of security
- Official language training and competence
- Participation in higher education
- Waiting time for English classes and adult education
- Dependency on public transport

Implementation

The committee will collect and analyze information and data on an ongoing basis to determine whether the strategies, approaches and implementation mechanisms are on the right track. This will be accomplished by:

- conducting confidential interviews with diverse communities to obtain a first-hand account of their needs;
- creating focus groups by bringing together respondents from homogenous groups to respond to a set of broad questions around the committee’s objectives;
- hosting community forums to identify and discuss issues important to community members;
- establishing diverse community advisory groups to identify issues of importance in the municipality; and
- continuing to collect and analyze statistical data.

Impact Assessment

The committee will compare the baseline data to the success indicators as listed in the table below to determine whether the respective objective has been reached.

Objective	Success Indicators
Decrease the number of incidents of hate crimes in the community.	<ul style="list-style-type: none"> <li>• Number of hate crimes in the community.</li> <li>• Number of diverse citizens reporting feelings of security in the community.</li> </ul>
Make the municipal workforce more accessible to,	<ul style="list-style-type: none"> <li>• Percent of diverse groups in the municipal</li> </ul>



and welcoming of, diverse populations.	<p>workforce.</p> <ul style="list-style-type: none"> <li>• Percent of diverse groups in management positions.</li> <li>• Percent of diverse groups in municipal Council and its committees.</li> <li>• Percent of diverse groups in community-based organizations.</li> </ul>
Attract more newcomers to the community and develop tangible strategies to retain them.	<ul style="list-style-type: none"> <li>• Number of new immigrants in the community.</li> <li>• Dedicated diversity and inclusion position created within municipal organization.</li> <li>• Feeling of belonging in diverse groups as measured by surveys.</li> <li>• Number of inclusive celebrations hosted.</li> </ul>
Improve the integration of newcomers in the community by increasing the number of affordable services provided to new immigrants.	<ul style="list-style-type: none"> <li>• Waiting time for English classes and adult education classes.</li> <li>• Number of ESL classes offered in the community.</li> <li>• Cost of ESL classes.</li> <li>• Number of immigrant serving agencies operational in the community.</li> <li>• Diversity of services provided by local immigrant serving agencies</li> </ul>

In addition, the committee will evaluate its work based on a set of evaluation questions as indicated in the table below.

Item	Evaluation Question
Structure	<ul style="list-style-type: none"> <li>• Did the structure chosen by the committee manage its mandate effectively?</li> <li>• Did it achieve what it set out to achieve?</li> <li>• Does it need to be changed in any way to make it work better?</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Were the objectives identified in this terms of reference adequate in addressing the issues faced by diverse members of the community?</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Were the action items identified by the action plan relevant to achieving the objectives of the committee?</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• What tangible things were done by your committee? Ex. number of consultations and / or workshops held, training sessions, etc.</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>• What things were achieved by the committee?</li> </ul>



	<ul style="list-style-type: none"> <li>• Were the objectives of the committee met? If not, why?</li> </ul>
Learnings	<ul style="list-style-type: none"> <li>• What can be learned from the committee’s work?</li> <li>• What needs to be done differently?</li> <li>• What else needs to be done?</li> </ul>

**Reporting**

Results will be shared with Council and the public on an annual basis in September of each year. Council will receive a written report presented by the Committee Chair. The report will then be made available on the municipal website. An overview of results will also be shared with the local newspaper via our Committee Media Spokesperson. We hope to hold a celebratory event around this time to promote more inclusive celebrations in our community.



## Appendix 2: additional sample terms of reference

### Terms of Reference

#### **Name**

Welcoming Airdrie

#### **Vision**

To be a community that is welcoming, accessible and inclusive to newcomers.

#### **Mission**

Welcoming Airdrie is an interagency committee that strives to create a welcoming city where new residents feel included, connected and able to participate in our community.

#### **Goals**

- 1) To provide easy access to resources for new residents in Airdrie.
- 2) To encourage the celebration and inclusion of diversity in our community.

#### **Guiding Principles**

- Teamwork
  - encourage the sharing of ideas
  - have a common goal
  - work together to implement agreed upon priorities
- Active / involved membership
- Respect diverse ideas

#### **Members**

- Airdrie Chamber of Commerce
- Airdrie Employment Services
- Airdrie Lioness Club
- Airdrie Public Library
- Bow Valley College
- City of Airdrie
- Community Links
- Community members
- Faith community representatives
- Healthy Families
- Meals on Wheels
- Rocky View Schools Community Learning
- School representatives



### **Term of Membership**

- Ongoing membership by agency / organization as listed above. Agencies / organizations commit to always having a representative on the committee.
- Sub-committees or ad hoc committees could have different members.

### **Membership Duties**

- Attending monthly meetings (send a proxy if unable to attend) to ensure that the work of the committee can move forward.
- Providing input during meetings.
- Reporting back to agency / organization after meetings to ensure that committee information is disseminated to as wide a network of community leaders as possible so that there is an increased coordination of responses to welcoming newcomers.
- Assisting in funding proposal process to ensure sustainability of program development.
- Assisting with recruitment of new members for committee and sub- / ad hoc committees.
- Actively promoting vision, mission, guiding principles and activities.
- Actively participating in action items and committee projects as we are responsible to committee funders to follow through on what we have committed to accomplish.

### **Jurisdiction**

- Airdrie

### **Structure**

- Active members and / or members at large (email information to them to keep them in the loop).
- Sub-committees for specific projects.
- Administrative Committee will act as Chair. Duties include:
  - prepare agenda
  - lead discussion
  - book room and equipment
  - bring / arrange for food
  - take and type minutes, distribute to members
  - send meeting reminders
  - update membership list
- Committee spokesperson will be responsible for making statements regarding the committee to the media.

### **Decision-Making Process**

- Decision making will be dependent on the focus of the decision to be made:
  - A decision that affects the entire committee will be decided by consensus.
  - A decision that affects the work related to an ad hoc committee will be decided by those members.

### **Resources / Budget**

- In-kind support:
  - Committee members will be asked to provide in-kind meeting space for regular meetings.



- Grant applications:
  - Any potential grant opportunities will be explored by an ad hoc committee consisting of a minimum of 3 committee members and whose agency mandates compliment the opportunity being explored.
- Fiscal agent:
  - The fiscal agent for any project will be determined based on the fit of the project to the mandate of that agency.

### **Meetings**

- Regularly scheduled on the second Tuesday of each month, 1:30 – 3:00pm. Meetings will be suspended for the summer (July, August).
- Various locations (alternating between committee members).
- Annual Review meeting once a year.

### **Evaluation**

- A yearly review of the terms of reference and activities of the committee is to be scheduled in January.



### Appendix 3: sample community announcement

#### Welcoming and Inclusive Communities: Call for Committee Members

Are you passionate about your community? Do you want to be involved in making your municipality more welcoming and inclusive? Then consider becoming a member of our Welcoming and Inclusive Communities committee.

#### Committee Purpose

The purpose of the committee is to develop and implement a 2013-14 action plan that will make our community a more welcoming and inclusive place for all, regardless of race ethnicity, ability, sexual orientation, age, income level or language. Some of the issues we intend to work on include attracting and retaining newcomers to our community and ensuring we have services available to meet their needs, and increasing the representation of diverse groups in community events and local organizations. We hope to create a welcoming and inclusive municipality in which all residents can feel included and fully able to participate in their community.

#### Who are we looking for?

We would like to make our committee as representative of our community as possible. As a result, we are looking for a variety of committee members including, but not limited to:

- Councillors, CAO(s)
- Neighbouring municipalities
- Employers, business and labour organizations
- Service groups (such as FCSS)
- Language training programs
- Immigrant / settlement agencies
- Immigrant community groups
- Libraries and recreation providers
- Chamber of Commerce
- Members from the Aboriginal community
- Police
- Multicultural associations
- Faith groups
- Youth groups
- Seniors groups
- School boards / post-secondary institutions
- Members from the LGBT community
- Ability / accessibility associations
- Housing associations

Committee members should have an expressed interest in issues around creating welcoming and inclusive communities and some prior experience in racism and discrimination work and / or newcomer attraction and retention is preferable.

Committee membership will be ongoing with meetings to take place on a monthly basis.

#### How do I get involved?

If you are interested in joining our committee or would like more information, please contact \_\_\_\_\_ by dialing \_\_\_\_\_ or by email at \_\_\_\_\_. In your email, please include your name,



contact information, and a brief description of any prior experience with welcoming and inclusive initiatives / work.



## References

Alberta Urban Municipalities Association. “Welcoming and Inclusive Communities Toolkit.” Edmonton: Alberta Urban Municipalities Association, 2006.

DiverseCity – The Greater Toronto Leadership Project. “Diversity in Governance: A Toolkit for Nonprofit Boards.” <http://diversecitytoronto.ca/research-and-tools/other-resources/diversity-toolkit/>. Accessed April 9, 2013.

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Warren, Lucas. “Planning Together: Guide to Municipal Immigration Action Planning in Alberta.” Edmonton: Alberta Urban Municipalities Association, 2012.

WelcomeBC. “Welcoming and Inclusive Communities.” <http://www.welcomebc.ca/Live/Communities/Welcoming-Communities/communities-landing.aspx>. Accessed February 28, 2013.

We would also like to acknowledge and thank Welcoming Airdrie for contributing its terms of reference to this guide.