



**2019-2023**

**BOW VALLEY  
INTEGRATION  
STRATEGY**

**UPDATED: 10 / 0 3 / 2019**

Vision

"The Bow Valley values diversity and supports the inclusion and integration of all residents. "

Values

Equity

Inclusion

Collaboration

Efficacy

Focus Area	Organizational Goal	2019	2020	2021	2022	2023
Workforce development	Illuminate new and existing pathways to career development for underemployed immigrants. by 31st Mar 2023					
	Support workplace connections to settlement and community resources. by 31st Mar 2023					
	Reduce employee turnover: 10% by 31st Mar 2023					
	Improve health and wellness outcomes in the workplace by 31st Mar 2023					
Welcoming attitudes & behaviours	Reduce discrimination rates: 26% to 19% by 31st Mar 2023					
	Build community sense of pride in diversity. by 31st Mar 2023					
	Create new opportunities for new locals to build social connections by 31st Mar 2023					
	Create additional inclusive leisure and recreation opportunities by 31st Mar 2023					
Civic & Political Engagement	Increase immigrant voting rates: 15% by 31st Mar 2023					
	Improve board diversity by 31st Mar 2023					

Community  
Readiness

Improve availability and accessibility of settlement resources in the community by 31st Mar 2023

Support ongoing collaboration among local stakeholders by 31st Mar 2023

Support development of ethnocultural associations by 31st Mar 2023

Improve access to itinerant services by 31st Mar 2023

Strengthen non-settlement organizations' capacity to meet newcomer needs by 31st Mar 2023

Address service gaps by 31st Mar 2023



# "THE BOW VALLEY VALUES DIVERSITY AND SUPPORTS THE INCLUSION AND INTEGRATION OF ALL RESIDENTS."

Integration: "the gold standard of settlement"<sup>(1)</sup> is achieved by promoting participation, well-being, connectedness, sense of belonging, and equity of all residents. To be successful, both newcomers and long term residents must adapt.

1 Wilkinson, Lori. "Introduction: Developing and Testing a Generalizable Model of Immigrant Integration." Canadian Ethnic Studies 45, no. 3 (2013): 1-7

Learn more at:

<http://www.bvipartnership.com/what-we-do-1>

## OUR VALUES

### **Equity**

All members are treated as equals. We work reduce inequities in our partnership and our community.

### **Inclusion**

Everyone is given a chance to contribute. Input is sought from all community members and every sector.

### **Collaboration**

Everyone contributes to our shared agenda. We share knowledge and resources and we work together to overcome challenges.

### **Efficacy**

Strategies and actions are evidence-based. We monitor and report on progress on all of our shared goals.



WORKFORCE DEVELOPMENT

Goal	2019	2020	2021	2022	2...	Organization	Owner
<b>Illuminate new and existing pathways to career development for underemployed immigrants.</b>	[Yellow bar]					Employment Committee	Employment Committee
→ Improve newcomer awareness of services that support foreign credential recognition.						Employment Committee	Employment Committee
↳ Host Directions for Immigrants/Immigrant Access Fund presentations: 3 unit		[Green bar]				Employment Committee	Employment Committee
→ Improve newcomer access to job advancement opportunities in hospitality, tourism, and government sectors						Employment Committee	Employment Committee
↳ Host newcomer talent networking events: 2 events		[Green bar]				Employment Committee	Job Resource Centre
↳ Develop tactics to ensure hospitality advancement opportunities are presented in a way that meets newcomer needs	[Yellow bar]					Employment Committee	Banff Lake Louise Hospitality Association
↳ Deliver Workplace Communication for Rural Immigrants program: 72 people		[Green bar]				Education Committee	Bow Valley College
→ Create new opportunities for immigrant entrepreneurs		[Green bar]				Employment Committee	Career Pathways Work Group
↳ Explore opportunities to create seed grants.		[Green bar]				Employment Committee	Career Pathways Work Group
↳ Offer coding for newcomers workshop.		[Green bar]				Employment Committee	Innovate Canmore
↳ Explore opportunities to support social enterprises.		[Green bar]				Employment Committee	Career Pathways Work Group
<b>Improve health and wellness outcomes in the workplace</b>	[Yellow bar]					Health Committee	Health Committee
→ Reduce disabling injury rates in the hospitality sector: 3.83% to 2.59%						Health Committee	Health Committee
↳ Establish Workplace Health and Safety task force: 2 events	[Yellow bar]					Health Committee	Health Committee
→ Co-organize Workplace Inclusion Forum: 100%	[Green bar]					BVIP Secretariat	BVIP Secretariat
<b>Support workplace connections to settlement and community resources.</b>	[Yellow bar]					Employment Committee	Employment Committee
→ Co-organize Workplace Inclusion Forum: 100%	[Green bar]					BVIP Secretariat	BVIP Secretariat
→ Develop and strengthen Workplace Inclusion Charter program	[Yellow bar]					Employment Committee	Workplace Inclusion Charter Work Group
↳ Create Connect to Community newcomer guide		[Green bar]				Settlement Committee	Community Connections in the Bow Valley
↳ Launch 2019-2020 Workplace Inclusion Charter	[Yellow bar]					Employment Committee	Workplace Inclusion Charter Work Group
↳ Launch 2020-2021 Workplace Inclusion Charter		[Green bar]				Employment Committee	Employment Committee
↳ Launch 2021-2022 Workplace Inclusion Charter			[Green bar]			Employment Committee	Workplace Inclusion Charter Work Group
↳ Launch 2022-2023 Workplace Inclusion Charter				[Green bar]		Employment Committee	Workplace Inclusion Charter Work Group
↳ Create Connect to Post-Secondary newcomer guide	[Yellow bar]					Settlement Committee	Community Connections in the Bow Valley
→ Pilot language navigator position		[Green bar]				Settlement Committee	Settlement Services in the Bow Valley
<b>Reduce employee turnover: 10%</b>	[Yellow bar]					Employment Committee	Employment Committee

WELCOMING ATTITUDES & BEHAVIOURS

Goal	2019	2020	2021	2022	2...	Organization	Owner
<b>Reduce discrimination rates: 26% to 19%</b>	[Yellow bar]					Civic & Social Integration Committee	Civic & Social Integration Committee
→ Launch anti-discrimination public education campaign		[Green bar]				Immigrant Advisory Group	#MeetTheLocals Work Group
<b>Build community sense of pride in diversity.</b>	[Green bar]					Civic & Social Integration Committee	Civic & Social Integration Committee
→ Launch anti-discrimination public education campaign		[Green bar]				Immigrant Advisory Group	#MeetTheLocals Work Group
→ Create multicultural calendar and calendar dissemination strategy	[Brown bar]					BVIP Secretariat	BVIP Secretariat
→ Share 'Home' film online and at public screenings: 2	[Yellow bar]					Immigrant Advisory Group	Home film project Work Group












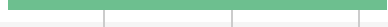

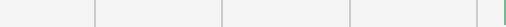

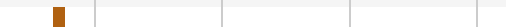





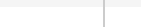





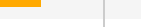


<b>Create new opportunities for new locals to build social connections</b>						Civic & Social Integration Committee	Civic & Social Integration Committee
↳ Organize workshop on event planning for ethnocultural associations						Civic & Social Integration Committee	Civic & Social Integration Committee
↳ Organize regular multicultural community celebrations, including community dinners: 8 events						Civic & Social Integration Committee	Town of Banff
↳ Organize regular multicultural community celebrations, including community dinners: 8 events						Civic & Social Integration Committee	Town of Canmore
<b>Create additional inclusive leisure and recreation opportunities</b>						Civic & Social Integration Committee	Civic & Social Integration Committee
↳ Secure access to additional public use indoor space						Civic & Social Integration Committee	Town of Banff
↳ Offer try-it style recreation programming: 6 events						Civic & Social Integration Committee	Town of Banff
↳ Offer try-it style recreation programming: 6 events						Civic & Social Integration Committee	Town of Canmore

## CIVIC & POLITICAL ENGAGEMENT









Goal	2019	2020	2021	2022	2...	Organization	Owner
<b>Increase immigrant voting rates: 15%</b>						Civic & Social Integration Committee	Civic & Social Integration Committee
↳ Create Connect to Community newcomer guide						Settlement Committee	Community Connections in the Bow Valley
↳ Launch Get Out the Vote campaign (federal election)						Immigrant Advisory Group	Move Mountains Work Group
↳ Promote newcomer attendance at Move Mountains Event						Immigrant Advisory Group	Move Mountains Work Group
↳ Compile backgrounder on municipal efforts to extend municipal voting rights to Permanent Residents						BVIP Secretariat	BVIP Secretariat
<b>Improve board diversity</b>						Civic & Social Integration Committee	Civic & Social Integration Committee
↳ Develop board diversity strategy: 1 unit						Civic & Social Integration Committee	Civic & Social Integration Committee

## COMMUNITY READINESS

Goal	2019	2020	2021	2022	2...	Organization	Owner
<b>Support development of ethnocultural associations</b>						Civic & Social Integration Committee	Civic & Social Integration Committee
↳ Offer grant writing workshop for ethnocultural associations: 2 unit						Civic & Social Integration Committee	Civic & Social Integration Committee
↳ Recruit representatives of ethnocultural associations as active BVIP members: 1 to 2						BVIP Secretariat	BVIP Secretariat
<b>Support ongoing collaboration among local stakeholders</b>						BVIP Secretariat	BVIP Secretariat
↳ Revise BVIP governance model to strengthen collaboration and include additional stakeholders						BVIP Secretariat	BVIP Secretariat
↳ Expand partnership council: 11 people to 23 people						BVIP Secretariat	BVIP Secretariat
↳ Expand IAG: 8 people to 20 people						BVIP Secretariat	BVIP Secretariat
↳ Establish committees as needed: 5 unit						BVIP Secretariat	BVIP Secretariat
↳ Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events						BVIP Secretariat	BVIP Secretariat
↳ Convene health committee meetings: 3 events						BVIP Secretariat	BVIP Secretariat
↳ Establish Workplace Health and Safety task force: 2 events						Health Committee	Health Committee
↳ Convene education committee meetings: 3 events						BVIP Secretariat	BVIP Secretariat
↳ Convene employment committee meetings: 3 events						BVIP Secretariat	BVIP Secretariat
↳ Convene settlement committee meetings: 3 events						BVIP Secretariat	BVIP Secretariat
↳ Convene Social and Civic Engagement Committee meetings: 3 events						BVIP Secretariat	BVIP Secretariat
<b>Improve access to itinerant services</b>						Settlement Committee	Settlement Committee
↳ Identify and map available itinerant services and possible partnerships with SPOs outside of the Bow Valley						BVIP Secretariat	BVIP Secretariat
<b>Strengthen non-settlement organizations' capacity to meet newcomer needs</b>						Settlement Committee	Settlement Committee
↳ Co-organize Workplace Inclusion Forum: 100%						BVIP Secretariat	BVIP Secretariat

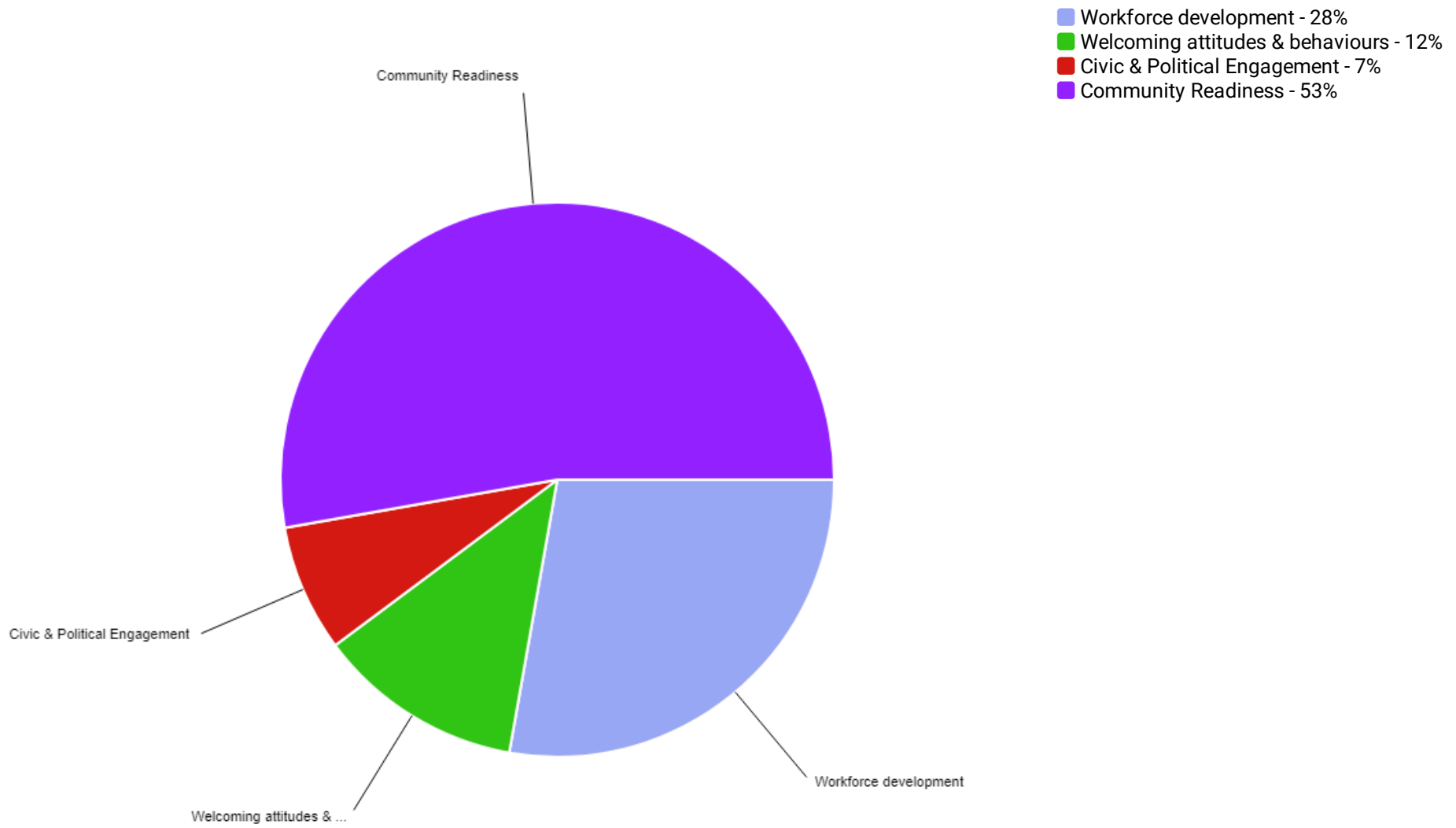
→ Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events							BVIP Secretariat	BVIP Secretariat
→ Convene health committee meetings: 3 events							BVIP Secretariat	BVIP Secretariat
↳ Establish Workplace Health and Safety task force: 2 events							Health Committee	Health Committee
→ Convene education committee meetings: 3 events							BVIP Secretariat	BVIP Secretariat
→ Convene employment committee meetings: 3 events							BVIP Secretariat	BVIP Secretariat
→ Convene settlement committee meetings: 3 events							BVIP Secretariat	BVIP Secretariat
→ Convene Social and Civic Engagement Committee meetings: 3 events							BVIP Secretariat	BVIP Secretariat
→ Deliver 'settlement trends' bulletin to interagency partners: 3 unit							Settlement Committee	Community Connections in the Bow Valley
→ Develop effective performance measurement tools for LIP partners							BVIP Secretariat	BVIP Secretariat
→ Maintain active online database of inclusion related funding opportunities: 100%							BVIP Secretariat	BVIP Secretariat
→ Complete Municipal Integration Pilot Project (MIP)							Settlement Committee	Municipal Integration Project (MIP) Work Group
→ Deliver intercultural competency training to non-settlement organizations: 30 unit							Settlement Committee	Settlement Services in the Bow Valley
→ Deliver plain language communication training to non-settlement organizations: 30 unit							Settlement Committee	Settlement Services in the Bow Valley
<b>Address service gaps</b>							Settlement Committee	Settlement Committee
→ Improve services for youth							Settlement Committee	Settlement Committee
↳ Launch LINC for Youth program							Education Committee	LINC for Youth Work Group
→ Convene At Risk Youth Strategy Working Group: 1 events to 3 events							Settlement Committee	At-Risk Youth Task Force
→ Convene youth advisory meeting: 1 events							Settlement Committee	At-Risk Youth Task Force
→ Support 1-2 local leaders to attend CCR Youth Action Gathering.							Settlement Committee	Settlement Committee
→ Secure sustainable funding for summer ELL & Physical Literacy Program							Education Committee	Summer ELL Work Group
→ Create Connect to Post-Secondary newcomer guide							Settlement Committee	Community Connections in the Bow Valley
→ Convene peer leader advisory meeting							Settlement Committee	Settlement Services in the Bow Valley
→ Improve support for at-risk workers							Settlement Committee	Settlement Committee
↳ Launch Employment Standards awareness campaign							Employment Committee	Job Resource Centre
↳ Join Migrant Workers Support Network (BC) as associate member							Settlement Committee	Settlement Committee
→ Improve outreach to rural and remote regions							Settlement Committee	Settlement Committee
→ Create Connect to Community newcomer guide							Settlement Committee	Community Connections in the Bow Valley
→ Launch Community Champions (cultural brokers) program							Settlement Committee	Municipal Integration Project (MIP) Work Group
→ Create Connect to Post-Secondary newcomer guide							Settlement Committee	Community Connections in the Bow Valley
→ Organize mobile care clinic events in Lake Louise: 2 events							Settlement Committee	Community Connections in the Bow Valley
→ Improve support for refugees, including secondary migrants							Settlement Committee	Settlement Services in the Bow Valley
↳ Identify and map available itinerant services and possible partnerships with SPOs outside of the Bow Valley							BVIP Secretariat	BVIP Secretariat
↳ Secure funding for pre-benchmark English language classes							Education Committee	Education Committee
→ Improve access to francophone settlement services							Settlement Committee	Association Canadienne française de l'Alberta (ACFA)
↳ Translate Connect To newcomer guides to French: 4							Settlement Committee	Association Canadienne française de l'Alberta (ACFA)



↳ Introduce quarterly Living in Canada as a Permanent Resident workshops tailored to francophone newcomers		Settlement Committee	Settlement Services in the Bow Valley
<b>Improve availability and accessibility of settlement resources in the community</b>		Settlement Committee	Settlement Committee
↳ Create 'one stop shop' for settlement and orientation resources		Settlement Committee	Settlement Committee
↳ Collaborate with municipal communications staff to enhance availability of online orientation & settlement information: 2 unit		Settlement Committee	Settlement Committee
↳ Pilot newcomer welcome event		Civic & Social Integration Committee	Welcome Event Work Group
↳ Create Connect to Community resource videos: 3 unit		Settlement Committee	Community Connections in the Bow Valley
↳ Create new 'Connect to...' newcomer guides: 2 unit		Settlement Committee	Community Connections in the Bow Valley
↳ Launch Community Champions (cultural brokers) program		Settlement Committee	Municipal Integration Project (MIP) Work Group

# FOCUS AREAS

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## FOCUS AREAS



28%

### WORKFORCE DEVELOPMENT

- The region retains a diverse and stable workforce
- Immigrants have full and equitable access to suitable job opportunities; underemployment is reduced
- Workers are safe, healthy, and connected to community resources
- Employment standards are upheld



12%

### WELCOMING ATTITUDES & BEHAVIOURS

- Established residents have welcoming attitudes towards newcomers
- The diverse cultures of the Bow Valley are seen and celebrated
- Newcomers and long term locals have continuous opportunities to build social networks and connect with the community
- Immigrants are full and equal participants in recreation and community events



7%

### CIVIC & POLITICAL ENGAGEMENT

- The leadership of our community reflects our diversity
- Immigrants are full and equal participants in the political life of the community



53%

### COMMUNITY READINESS

- Settlement and non-settlement organizations have the knowledge, skills, and resources to meet the needs of current and future newcomers
- Settlement services are responsive, adaptive, and able to quickly access specialized services as needed
- Newcomers to the Bow Valley connect with the services they need wherever they go (there is "no wrong door" to settlement)
- Settlement services in the Bow Valley are sustainable and scalable

**ORGANIZATIONAL GOALS**

**ILLUMINATE NEW AND EXISTING PATHWAYS TO CAREER DEVELOPMENT FOR UNDEREMPLOYED IMMIGRANTS. BY 31ST MAR 2023**

**Focus Area Alignment**

Workforce development

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**Scorecard**

Performance

**Strategic horizon**

Year 3

**LIP Program Outcomes**

Intermediate outcomes

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Priority: Important

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**Contributing Goals**

- Create new opportunities for immigrant entrepreneurs by 31st Mar 2021 - Unappointed Unappointed
- Improve newcomer awareness of services that support foreign credential recognition. by 31st Mar 2023 - Unappointed Unappointed
- Improve newcomer access to job advancement opportunities in hospitality, tourism, and government sectors by 31st Mar 2023 - Unappointed Unappointed Unappointed

## SUPPORT WORKPLACE CONNECTIONS TO SETTLEMENT AND COMMUNITY RESOURCES. BY 31ST MAR 2023

### Focus Area Alignment

Workforce development

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### Scorecard

Collaboration

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Important

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### Contributing Goals

Develop and strengthen Workplace Inclusion Charter program by 31st Mar 2023 - Meagan Reid Unappointed

Co-organize Workplace Inclusion Forum: 100% by 31st Mar 2020 - Unappointed Meagan Reid

Pilot language navigator position by 30th Apr 2021 - Unappointed

## REDUCE EMPLOYEE TURNOVER: 10% BY 31ST MAR 2023

### Focus Area Alignment

Workforce development

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Benchmark = average of 2014-2019 turnover rates for BLLHA tracked occupations

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### Scorecard

Population

### Strategic horizon

Year 3

### LIP Program Outcomes

None

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Priority: Important

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### Contributing Goals

No contributing Goals.

## IMPROVE HEALTH AND WELLNESS OUTCOMES IN THE WORKPLACE BY 31ST MAR 2023

### Focus Area Alignment

Workforce development

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### Scorecard

Population

### Strategic horizon

Year 3

### LIP Program Outcomes

Ultimate outcomes

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Priority: Important

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### Contributing Goals

Co-organize Workplace Inclusion Forum: 100% by 31st Mar 2020 - Unappointed Meagan Reid

Reduce disabling injury rates in the hospitality sector.: 3.83% to 2.59% by 31st Mar 2023 - Unappointed Unappointed Unappointed

## REDUCE DISCRIMINATION RATES: 26% TO 19% BY 31ST MAR 2023

### Focus Area Alignment

Welcoming attitudes & behaviours

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Current rates: 26% immigrants, 22% non-immigrants. Goal: <20% for both groups.

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### Scorecard

Population

### Strategic horizon

Year 3

### LIP Program Outcomes

Ultimate outcomes

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Priority: Important

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### Contributing Goals

Launch anti-discrimination public education campaign by 31st Mar 2020 - Unappointed

## BUILD COMMUNITY SENSE OF PRIDE IN DIVERSITY. BY 31ST MAR 2023

### Focus Area Alignment

Welcoming attitudes & behaviours

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### Scorecard

Population

### Strategic horizon

Year 3

### LIP Program Outcomes

Ultimate outcomes

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Priority: Important

---

### Contributing Goals

Share 'Home' film online and at public screenings: 2 by 31st Mar 2020 - Unappointed

Create multicultural calendar and calendar dissemination strategy by 30th Aug 2019 - Unappointed Meagan Reid

Launch anti-discrimination public education campaign by 31st Mar 2020 - Unappointed

## CREATE NEW OPPORTUNITIES FOR NEW LOCALS TO BUILD SOCIAL CONNECTIONS BY 31ST MAR 2023

### Focus Area Alignment

Welcoming attitudes & behaviours

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### Scorecard

Capacity

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Important

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### Contributing Goals

Organize regular multicultural community celebrations, including community dinners: 8 events by 31st Mar 2023 - Unappointed Unappointed

Organize regular multicultural community celebrations, including community dinners: 8 events by 31st Mar 2023 - Unappointed Unappointed

Organize workshop on event planning for ethnocultural associations by 31st Mar 2021 - Unappointed

## CREATE ADDITIONAL INCLUSIVE LEISURE AND RECREATION OPPORTUNITIES BY 31ST MAR 2023

### Focus Area Alignment

Welcoming attitudes & behaviours

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### Scorecard

Capacity

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Important

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### Contributing Goals

Offer try-it style recreation programming: 6 events by 31st Mar 2023 - Unappointed

Offer try-it style recreation programming: 6 events by 31st Mar 2023 - Unappointed

Secure access to additional public use indoor space by 31st Mar 2023 - Unappointed

## INCREASE IMMIGRANT VOTING RATES: 15% BY 31ST MAR 2023

### Focus Area Alignment

Civic & Political Engagement

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To be measured in 2024 Integration Assessment

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### Scorecard

Population

### Strategic horizon

Year 3

### LIP Program Outcomes

Ultimate outcomes

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Priority: Important

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### Contributing Goals

Launch Get Out the Vote campaign (federal election) by 7th Oct 2019 - Unappointed

Compile backgrounder on municipal efforts to extend municipal voting rights to Permanent Residents by 31st Mar 2020 - Meagan Reid

Create Connect to Community newcomer guide by 31st Mar 2021 - Unappointed



## IMPROVE BOARD DIVERSITY BY 31ST MAR 2023

### Focus Area Alignment

Civic & Political Engagement

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### Scorecard

Population

### Strategic horizon

Year 3

### LIP Program Outcomes

Ultimate outcomes

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Priority: Important

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### Contributing Goals

Develop board diversity strategy: 1 unit by 30th Jun 2020 - Unappointed

## IMPROVE AVAILABILITY AND ACCESSIBILITY OF SETTLEMENT RESOURCES IN THE COMMUNITY BY 31ST MAR 2023

### Focus Area Alignment

Community Readiness

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### Scorecard

Performance

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Top Priority

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### Contributing Goals

Create 'one stop shop' for settlement and orientation resources by 31st Mar 2021 - Unappointed

Create new 'Connect to...' newcomer guides: 2 unit by 31st Aug 2020 - Unappointed

Create Connect to Community resource videos: 3 unit by 31st Mar 2020 - Unappointed

Launch Community Champions (cultural brokers) program by 30th Apr 2020 - Unappointed Unappointed

## SUPPORT ONGOING COLLABORATION AMONG LOCAL STAKEHOLDERS BY 31ST MAR 2023 - MEAGAN REID

### Focus Area Alignment

Community Readiness

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### Scorecard

Collaboration

### Strategic horizon

Year 3

### LIP Program Outcomes

Immediate outcomes

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Priority: Important

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### Contributing Goals

Revise BVIP governance model to strengthen collaboration and include additional stakeholders by 10th May 2019 - Unappointed Meagan Reid

Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events by 31st Mar 2020 - Meagan Reid

## SUPPORT DEVELOPMENT OF ETHNOCULTURAL ASSOCIATIONS BY 31ST MAR 2023

### Focus Area Alignment

Community Readiness

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### Scorecard

Capacity

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Important

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### Contributing Goals

Recruit representatives of ethnocultural associations as active BVIP members: 1 to 2 by 31st Mar 2020 - Meagan Reid

Offer grant writing workshop for ethnocultural associations: 2 unit by 31st Mar 2021 - Unappointed

## IMPROVE ACCESS TO ITINERANT SERVICES BY 31ST MAR 2023

### Focus Area Alignment

Community Readiness

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### Scorecard

Collaboration

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Important

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### Contributing Goals

Identify and map available itinerant services and possible partnerships with SPOs outside of the Bow Valley by 31st Mar 2021 - Meagan Reid

## STRENGTHEN NON-SETTLEMENT ORGANIZATIONS' CAPACITY TO MEET NEWCOMER NEEDS BY 31ST MAR 2023

### Focus Area Alignment

Community Readiness

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### Scorecard

Capacity

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Important

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### Contributing Goals

Complete Municipal Integration Pilot Project (MIP) by 31st Dec 2020 - Unappointed

Develop effective performance measurement tools for LIP partners by 31st Dec 2019 - Meagan Reid

Maintain active online database of inclusion related funding opportunities: 100% by 31st Mar 2023 - Meagan Reid

Deliver 'settlement trends' bulletin to Interagency partners: 3 unit by 31st Mar 2020 - Unappointed

Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events by 31st Mar 2020 - Meagan Reid

Co-organize Workplace Inclusion Forum: 100% by 31st Mar 2020 - Unappointed Meagan Reid

Deliver intercultural competency training to non-settlement organizations: 30 unit by 31st Mar 2023 - Unappointed

Deliver plain language communication training to non-settlement organizations: 30 unit by 31st Mar 2023 - Unappointed

## ADDRESS SERVICE GAPS BY 31ST MAR 2023

### Focus Area Alignment

Community Readiness

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### Scorecard

Capacity

### Strategic horizon

Year 3

### LIP Program Outcomes

Intermediate outcomes

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Priority: Important

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### Contributing Goals

Improve access to francophone settlement services by 31st Mar 2023 - Unappointed Unappointed

Improve support for refugees, including secondary migrants by 31st Mar 2023 - Unappointed Unappointed

Improve services for youth by 31st Mar 2023 - Unappointed Unappointed

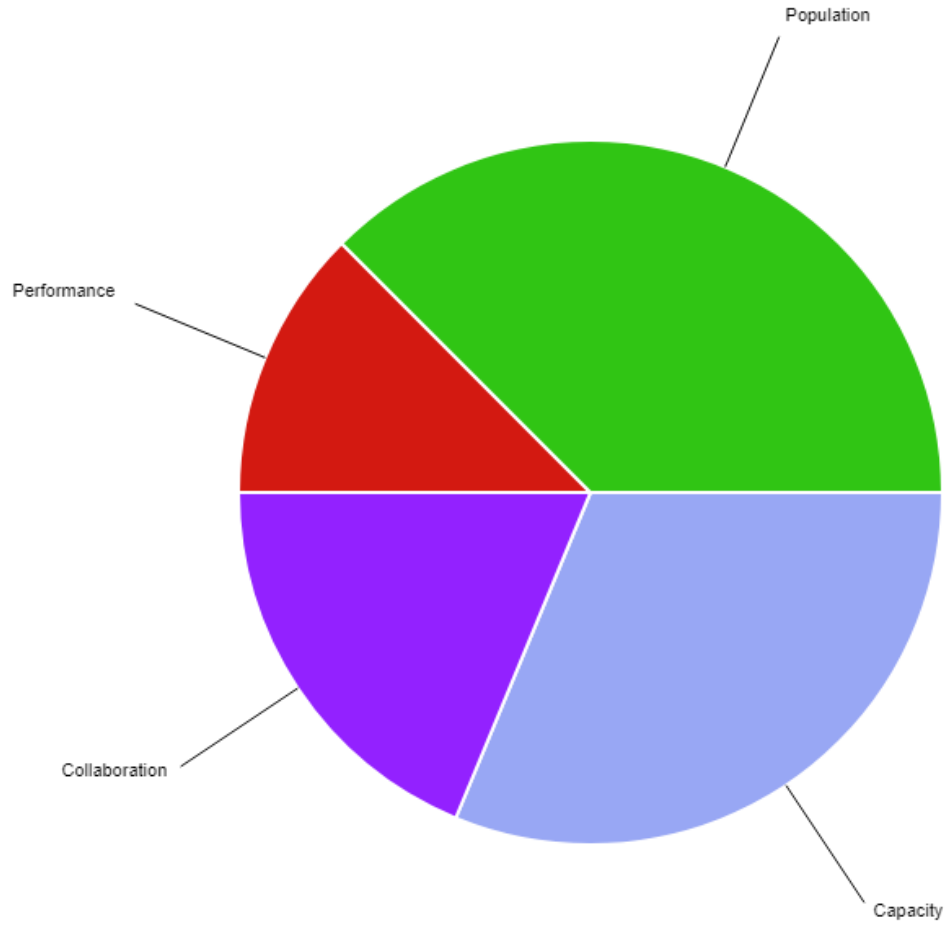
Improve support for at-risk workers by 31st Mar 2023 - Unappointed Unappointed

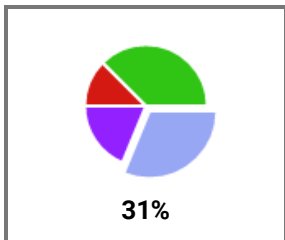
Improve outreach to rural and remote regions by 31st Mar 2023 - Unappointed

# SCORECARD

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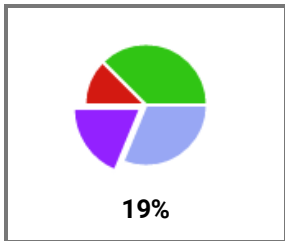
- Capacity - 31%
- Collaboration - 19%
- Performance - 13%
- Population - 38%





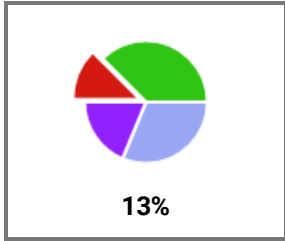
**CAPACITY**

Are the services needed to meet newcomer needs in place? In sufficient supply? Are they well resourced? Are they sustainable? Includes: access to best practices information, sustainable funding, creation of programs to meet service gaps)



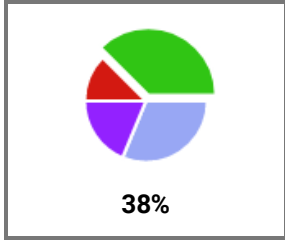
**COLLABORATION**

How well are stakeholders collaborating? Is the LIP effective? Collective impact measures.



**PERFORMANCE**

How are we doing as organizations? Results-based accountability measures of client/participant outcomes. 'How much did we do (as an organization)?', 'How well did we do it?', 'Is anybody better off?' (did our efforts help the people who participated in our program/used the resource we developed etc.?)

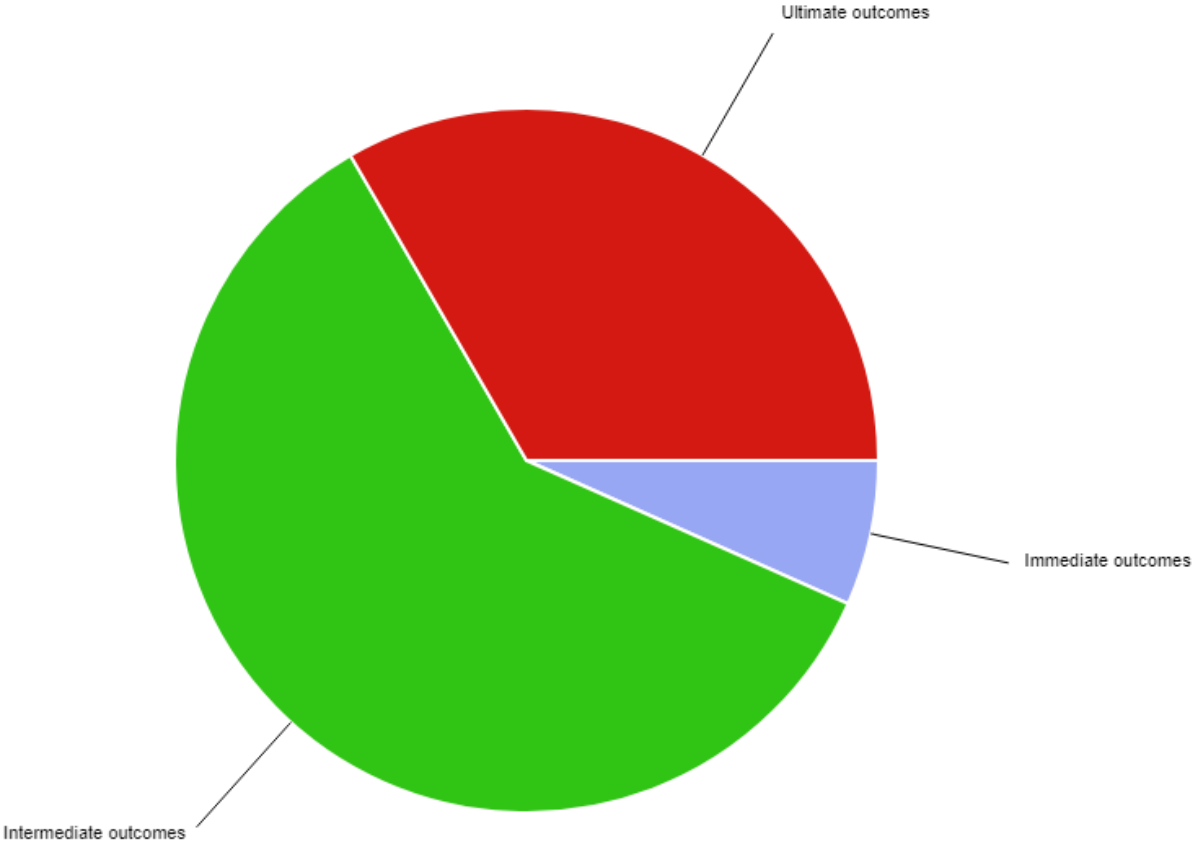


**POPULATION**

Is anybody better off? Results-Based Accountability measures of results in the general population.

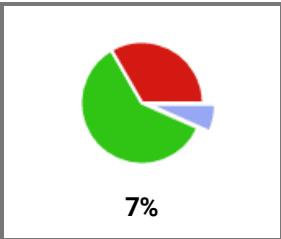
# LIP PROGRAM OUTCOMES

- Immediate outcomes - 7%
- Intermediate outcomes - 60%
- Ultimate outcomes - 33%



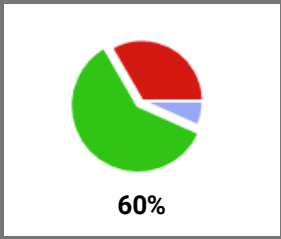


LIP PROGRAM OUTCOMES



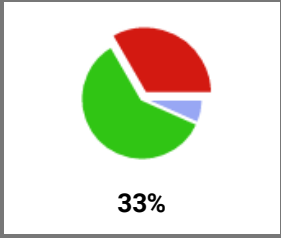
**IMMEDIATE OUTCOMES**

Immediate outcomes (year 1-2) - Partnership council allows for meaningful engagement of a diversity of members - Partnership allows for cross-sector collaboration and planning - Newcomer needs are identified - Community assets and gaps are mapped - Partners have the capacity to become more welcoming - Relevant strategy and action plans developed on the basis of newcomer needs and the assets and gaps mapping



**INTERMEDIATE OUTCOMES**

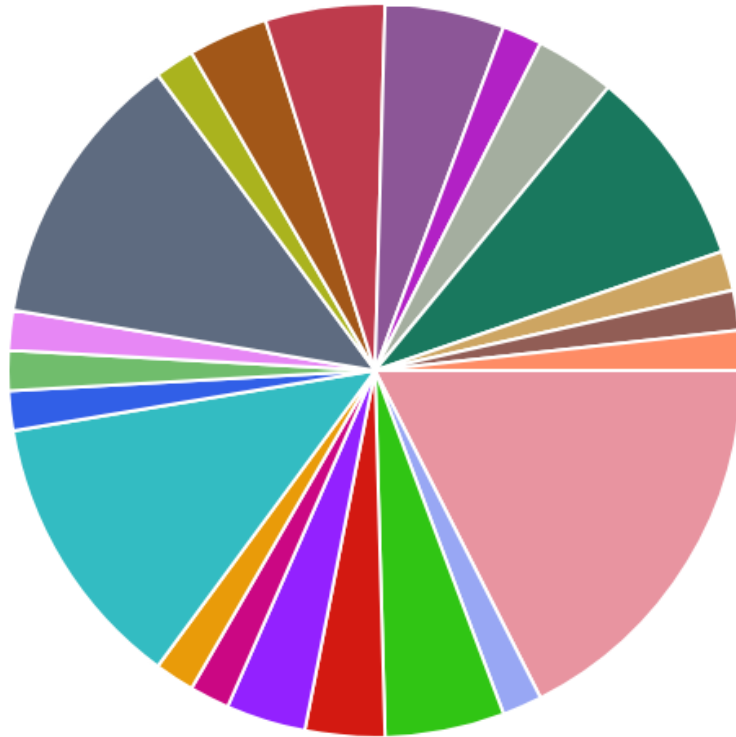
Intermediate outcomes (years 3+) - Services are coordinated at the community level - Adapted programming and service delivery by non-settlement institutions - Improved accessibility of newcomers to services and enhanced uptake - LIPs have secured resources from diverse sources



**ULTIMATE OUTCOMES**

Canada benefits from the settlement and integration of clients (newcomers).

# STRATEGY LEADS



- BVIP Secretariat - 18%
- Job Resource Centre - 2%
- Employment Committee - 5%
- Banff Lake Louise Hospitality Association- 4%
- Canmore Hotel and Lodging Association- 4%
- Innovate Canmore - 2%
- Career Pathways Work Group - 2%
- Settlement Services in the Bow Valley - 12%
- Workplace Inclusion Charter Work Group - 2%
- Health Committee - 2%
- #MeetTheLocals Work Group - 2%
- Community Connections in the Bow Valley- 12%
- Home film project Work Group - 2%
- Town of Canmore - 4%
- Civic & Social Integration Committee - 5%
- Town of Banff - 5%
- Move Mountains Work Group - 2%
- Municipal Integration Project (MIP) Work Group - 4%
- Settlement Committee - 9%
- Partnership Council - 2%
- Association Canadienne française de l'Alberta (ACFA) - 2%
- Foreign Worker Support Services - 2%



# BVIP SECRETARIAT

37  
 GOALS

## WORKFORCE DEVELOPMENT

Goal	Owner	Start Date	Due Date	2019	2020	2021	2022	2...
Improve health and wellness outcomes in the workplace	Health Committee	04/15/2019	03/31/2023					
↳ Co-organize Workplace Inclusion Forum: 100%	BVIP Secretariat	10/01/2019	03/31/2020					
Support workplace connections to settlement and community resources.	Employment Committee	04/15/2019	03/31/2023					
↳ Co-organize Workplace Inclusion Forum: 100%	BVIP Secretariat	10/01/2019	03/31/2020					

## WELCOMING ATTITUDES & BEHAVIOURS

Goal	Owner	Start Date	Due Date	2019	2020	2021	2022	2...
Build community sense of pride in diversity.	Civic & Social Integration Committee	04/15/2019	03/31/2023					
↳ Create multicultural calendar and calendar dissemination strategy	BVIP Secretariat	07/22/2019	08/30/2019					

## CIVIC & POLITICAL ENGAGEMENT

Goal	Owner	Start Date	Due Date	2019	2020	2021	2022	2...
Increase immigrant voting rates: 15%	Civic & Social Integration Committee	04/15/2019	03/31/2023					
↳ Compile backgrounder on municipal efforts to extend municipal voting rights to Permanent Residents	BVIP Secretariat	09/01/2019	03/31/2020					

## COMMUNITY READINESS

Goal	Owner	Start Date	Due Date	2019	2020	2021	2022	2...
Support development of ethnocultural associations	Civic & Social Integration Committee	04/15/2019	03/31/2023					
↳ Recruit representatives of ethnocultural associations as active BVIP members: 1 to 2	BVIP Secretariat	05/01/2019	03/31/2020					
Support ongoing collaboration among local stakeholders	BVIP Secretariat	04/15/2019	03/31/2023					
↳ Revise BVIP governance model to strengthen collaboration and include additional stakeholders	BVIP Secretariat	04/22/2019	05/10/2019					
↳ Expand partnership council: 11 people to 23 people	BVIP Secretariat	07/20/2019	09/10/2019					
↳ Expand IAG: 8 people to 20 people	BVIP Secretariat	10/31/2019	03/31/2023					
↳ Establish committees as needed: 5 unit	BVIP Secretariat	07/20/2019	01/01/2020					
↳ Establish work group and task forces as needed: 11 unit	BVIP Secretariat	09/01/2019	03/31/2020					

↳ <b>Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events</b>	BVIP Secretariat	09/01/2019	03/31/2020	
↳ <b>Convene health committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene education committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene employment committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene settlement committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene Social and Civic Engagement Committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
<b>Improve access to itinerant services</b>	Settlement Committee	04/15/2019	03/31/2023	
↳ <b>Identify and map available itinerant services and possible partnerships with SPOs outside of the Bow Valley</b>	BVIP Secretariat	04/01/2020	03/31/2021	
<b>Strengthen non-settlement organizations' capacity to meet newcomer needs</b>	Settlement Committee	04/15/2019	03/31/2023	
↳ <b>Develop effective performance measurement tools for LIP partners</b>	BVIP Secretariat	04/01/2019	12/31/2019	
↳ <b>Maintain active online database of inclusion related funding opportunities: 100%</b>	BVIP Secretariat	04/01/2019	03/31/2023	
↳ <b>Co-organize Workplace Inclusion Forum: 100%</b>	BVIP Secretariat	10/01/2019	03/31/2020	
↳ <b>Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events</b>	BVIP Secretariat	09/01/2019	03/31/2020	
↳ <b>Convene health committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene education committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene employment committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene settlement committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
↳ <b>Convene Social and Civic Engagement Committee meetings: 3 events</b>	BVIP Secretariat	09/01/2019	03/31/2023	
<b>Address service gaps</b>	Settlement Committee	04/15/2019	03/31/2023	
↳ <b>Improve support for refugees, including secondary migrants</b>	Settlement Services in the Bow Valley	03/30/2023	03/31/2023	
↳ <b>Identify and map available itinerant services and possible partnerships with SPOs outside of the Bow Valley</b>	BVIP Secretariat	04/01/2020	03/31/2021	



# IMMIGRANT ADVISORY GROUP

8

GOALS

## WELCOMING ATTITUDES & BEHAVIOURS

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Reduce discrimination rates: 26% to 19%	[Progress bar]					Civic & Social Integration Committee	04/15/2019	03/31/2023
↳ Launch anti-discrimination public education campaign		[Progress bar]				#MeetTheLocals Work Group	01/01/2020	03/31/2020
Build community sense of pride in diversity.	[Progress bar]					Civic & Social Integration Committee	04/15/2019	03/31/2023
↳ Launch anti-discrimination public education campaign		[Progress bar]				#MeetTheLocals Work Group	01/01/2020	03/31/2020
↳ Share 'Home' film online and at public screenings: 2	[Progress bar]					Home film project Work Group	04/01/2019	03/31/2020

## CIVIC & POLITICAL ENGAGEMENT

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Increase immigrant voting rates: 15%	[Progress bar]					Civic & Social Integration Committee	04/15/2019	03/31/2023
↳ Launch Get Out the Vote campaign (federal election)	[Progress bar]					Move Mountains Work Group	08/01/2019	10/07/2019
↳ Promote newcomer attendance at Move Mountains Event	[Progress bar]					Move Mountains Work Group	09/01/2019	10/18/2019



# SETTLEMENT COMMITTEE

43
GOALS

## WORKFORCE DEVELOPMENT

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Support workplace connections to settlement and community resources.						Employment Committee	04/15/2019	03/31/2023
↳ Pilot language navigator position						Settlement Services in the Bow Valley	04/01/2020	04/30/2021
↳ Develop and strengthen Workplace Inclusion Charter program						Workplace Inclusion Charter Work Group	06/01/2019	03/31/2023
↳ Create Connect to Post-Secondary newcomer guide						Community Connections in the Bow Valley	05/01/2019	09/30/2020
↳ Create Connect to Community newcomer guide						Community Connections in the Bow Valley	04/01/2020	03/31/2021
↳ Launch 2020-2021 Workplace Inclusion Charter						Employment Committee	04/01/2020	05/31/2020
↳ Provide expanded employer support for Workplace Inclusion Charter						Community Connections in the Bow Valley	04/01/2020	03/31/2023
↳ Launch 2021-2022 Workplace Inclusion Charter						Workplace Inclusion Charter Work Group	04/01/2021	05/31/2021
↳ Provide expanded employer support for Workplace Inclusion Charter						Community Connections in the Bow Valley	04/01/2020	03/31/2023
↳ Launch 2022-2023 Workplace Inclusion Charter						Workplace Inclusion Charter Work Group	04/01/2022	05/31/2022
↳ Provide expanded employer support for Workplace Inclusion Charter						Community Connections in the Bow Valley	04/01/2020	03/31/2023

## CIVIC & POLITICAL ENGAGEMENT

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Increase immigrant voting rates: 15%						Civic & Social Integration Committee	04/15/2019	03/31/2023
↳ Create Connect to Community newcomer guide						Community Connections in the Bow Valley	04/01/2020	03/31/2021

## COMMUNITY READINESS

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Improve access to itinerant services						Settlement Committee	04/15/2019	03/31/2023
Strengthen non-settlement organizations' capacity to meet newcomer needs						Settlement Committee	04/15/2019	03/31/2023
↳ Deliver 'settlement trends' bulletin to Interagency partners: 3 unit						Community Connections in the Bow Valley	07/01/2019	03/31/2020
↳ Deliver intercultural competency training to non-settlement organizations: 30 unit						Settlement Services in the Bow Valley	04/01/2020	03/31/2023
↳ Deliver plain language communication training to non-settlement organizations: 30 unit						Settlement Services in the Bow Valley	04/01/2020	03/31/2023

↳ Complete Municipal Integration Pilot Project (MIP)			Municipal Integration Project (MIP) Work Group	04/01/2019	12/31/2020
<b>Address service gaps</b>			Settlement Committee	04/15/2019	03/31/2023
↳ Improve services for youth			Settlement Committee	03/30/2023	03/31/2023
↳ Create Connect to Post-Secondary newcomer guide			Community Connections in the Bow Valley	05/01/2019	09/30/2020
↳ Convene At Risk Youth Strategy Working Group: 1 events to 3 events			At-Risk Youth Task Force	04/01/2019	03/31/2023
↳ Convene youth advisory meeting: 1 events			At-Risk Youth Task Force	09/01/2019	09/30/2019
↳ Support 1-2 local leaders to attend CCR Youth Action Gathering.			Settlement Committee	03/01/2020	08/31/2020
↳ Convene peer leader advisory meeting			Settlement Services in the Bow Valley	08/01/2020	08/31/2020
↳ Improve access to francophone settlement services			Association Canadienne française de l'Alberta (ACFA)	03/30/2023	03/31/2023
↳ Translate Connect To newcomer guides to French: 4			Association Canadienne française de l'Alberta (ACFA)	04/01/2020	09/30/2020
↳ Introduce quarterly Living in Canada as a Permanent Resident workshops tailored to francophone newcomershops			Settlement Services in the Bow Valley	04/01/2020	03/31/2021
↳ Improve support for refugees, including secondary migrants			Settlement Services in the Bow Valley	03/30/2023	03/31/2023
↳ Improve support for at-risk workers			Settlement Committee	03/30/2023	03/31/2023
↳ Join Migrant Workers Support Network (BC) as associate member			Settlement Committee	06/01/2019	03/31/2020
↳ Improve outreach to rural and remote regions			Settlement Committee	03/30/2023	03/31/2023
↳ Create Connect to Post-Secondary newcomer guide			Community Connections in the Bow Valley	05/01/2019	09/30/2020
↳ Create Connect to Community newcomer guide			Community Connections in the Bow Valley	04/01/2020	03/31/2021
↳ Launch Community Champions (cultural brokers) program			Municipal Integration Project (MIP) Work Group	10/01/2019	04/30/2020
↳ Organize mobile care clinic events in Lake Louise: 2 events			Community Connections in the Bow Valley	08/01/2019	03/31/2020
<b>Improve availability and accessibility of settlement resources in the community</b>			Settlement Committee	04/01/2019	03/31/2023
↳ Launch Community Champions (cultural brokers) program			Municipal Integration Project (MIP) Work Group	10/01/2019	04/30/2020
↳ Create new 'Connect to...' newcomer guides: 2 unit			Community Connections in the Bow Valley	07/01/2019	08/31/2020
↳ Create 'one stop shop' for settlement and orientation resources			Settlement Committee	04/01/2019	03/31/2021
↳ Collaborate with municipal communications staff to enhance availability of online orientation & settlement information: 2 unit			Settlement Committee	11/01/2019	03/31/2020
↳ Create Connect to Community resource videos: 3 unit			Community Connections in the Bow Valley	09/01/2019	03/31/2020



# EDUCATION COMMITTEE

## 9

### GOALS

#### WORKFORCE DEVELOPMENT

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Illuminate new and existing pathways to career development for underemployed immigrants.	[Orange bar]					Employment Committee	04/15/2019	03/31/2023
↳ Improve newcomer access to job advancement opportunities in hospitality, tourism, and government sectors						Employment Committee	03/30/2023	03/31/2023
↳ Deliver Workplace Communication for Rural Immigrants program: 72 people		[Green bar]				Bow Valley College	04/01/2020	03/31/2023

#### COMMUNITY READINESS

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Address service gaps	[Orange bar]					Settlement Committee	04/15/2019	03/31/2023
↳ Improve services for youth						Settlement Committee	03/30/2023	03/31/2023
↳ Launch LINC for Youth program		[Green bar]				LINC for Youth Work Group	04/01/2020	09/30/2020
↳ Secure sustainable funding for summer ELL & Physical Literacy Program	[Orange bar]					Summer ELL Work Group	09/01/2019	03/31/2021
↳ Improve support for refugees, including secondary migrants						Settlement Services in the Bow Valley	03/30/2023	03/31/2023
↳ Secure funding for pre-benchmark English language classes	[Orange bar]					Education Committee	09/01/2019	06/30/2020





# EMPLOYMENT COMMITTEE

24
GOALS

## WORKFORCE DEVELOPMENT

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
<b>Illuminate new and existing pathways to career development for underemployed immigrants.</b>						Employment Committee	04/15/2019	03/31/2023
→ Create new opportunities for immigrant entrepreneurs						Career Pathways Work Group	04/01/2020	03/31/2021
→ Explore opportunities to create seed grants.						Career Pathways Work Group	04/01/2020	03/31/2021
→ Offer coding for newcomers workshop.						Innovate Canmore	04/01/2020	03/31/2021
→ Explore opportunities to support social enterprises.						Career Pathways Work Group	04/01/2020	03/31/2021
→ Improve newcomer awareness of services that support foreign credential recognition.						Employment Committee	03/30/2023	03/31/2023
→ Host Directions for Immigrants/Immigrant Access Fund presentations: 3 unit						Employment Committee	04/01/2020	03/31/2023
→ Improve newcomer access to job advancement opportunities in hospitality, tourism, and government sectors						Employment Committee	03/30/2023	03/31/2023
→ Deliver Workplace Communication for Rural Immigrants program: 72 people						Bow Valley College	04/01/2020	03/31/2023
→ Recruit hospitality managers as Workplace Communications for Rural Immigrants mentors: 4 people						Banff Lake Louise Hospitality Association	04/01/2020	03/31/2023
→ Recruit municipal managers as Workplace Communications for Rural Immigrants mentors: 2 people						Town of Banff (as employer)	04/01/2020	03/31/2023
→ Recruit municipal managers as Workplace Communications for Rural Immigrants mentors: 2 people						Town of Canmore (as employer)	04/01/2020	03/31/2023
→ Host newcomer talent networking events: 2 events						Job Resource Centre	01/01/2020	03/31/2022
→ Develop tactics to ensure hospitality advancement opportunities are presented in a way that meets newcomer needs						Banff Lake Louise Hospitality Association	09/01/2019	12/31/2020
<b>Support workplace connections to settlement and community resources.</b>						Employment Committee	04/15/2019	03/31/2023
→ Develop and strengthen Workplace Inclusion Charter program						Workplace Inclusion Charter Work Group	06/01/2019	03/31/2023

→ Launch 2019-2020 Workplace Inclusion Charter						Workplace Inclusion Charter Work Group	06/01/2019	10/18/2019
→ Launch 2020-2021 Workplace Inclusion Charter						Employment Committee	04/01/2020	05/31/2020
→ Launch 2021-2022 Workplace Inclusion Charter						Workplace Inclusion Charter Work Group	04/01/2021	05/31/2021
→ Launch 2022-2023 Workplace Inclusion Charter						Workplace Inclusion Charter Work Group	04/01/2022	05/31/2022
<b>Reduce employee turnover: 10%</b>						Employment Committee	04/15/2019	03/31/2023

### COMMUNITY READINESS

Goal	2019	2020	2021	2022	2...	Owner	Start Date	Due Date
Address service gaps						Settlement Committee	04/15/2019	03/31/2023
→ Improve support for at-risk workers						Settlement Committee	03/30/2023	03/31/2023
→ Launch Employment Standards awareness campaign						Job Resource Centre	04/01/2020	03/31/2021



# HEALTH COMMITTEE

14
GOALS

## WORKFORCE DEVELOPMENT

Goal	1969	Owner	Start Date	Due Date
<b>Improve health and wellness outcomes in the workplace</b>		Health Committee	04/15/2019	03/31/2023
↳ Reduce disabling injury rates in the hospitality sector: 3.83% to 2.59%		Health Committee	03/30/2023	03/31/2023
↳ Establish Workplace Health and Safety task force: 2 events		Health Committee	09/01/2019	03/31/2020
↳ Develop health and safety strategy with input from foreign-born workers		Workplace Health & Safety Task Force	05/01/2019	03/31/2020

## COMMUNITY READINESS

Goal	1969	Owner	Start Date	Due Date
Support ongoing collaboration among local stakeholders		BVIP Secretariat	04/15/2019	03/31/2023
↳ Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events		BVIP Secretariat	09/01/2019	03/31/2020
↳ Convene health committee meetings: 3 events		BVIP Secretariat	09/01/2019	03/31/2023
↳ Establish Workplace Health and Safety task force: 2 events		Health Committee	09/01/2019	03/31/2020
↳ Develop health and safety strategy with input from foreign-born workers		Workplace Health & Safety Task Force	05/01/2019	03/31/2020
Strengthen non-settlement organizations' capacity to meet newcomer needs		Settlement Committee	04/15/2019	03/31/2023
↳ Maintain BVIP committees that foster collaboration and awareness of integration needs in non-settlement sectors: 2 events to 15 events		BVIP Secretariat	09/01/2019	03/31/2020
↳ Convene health committee meetings: 3 events		BVIP Secretariat	09/01/2019	03/31/2023
↳ Establish Workplace Health and Safety task force: 2 events		Health Committee	09/01/2019	03/31/2020
↳ Develop health and safety strategy with input from foreign-born workers		Workplace Health & Safety Task Force	05/01/2019	03/31/2020



# SOCIAL & CIVIC INTEGRATION COMMITTEE

**20**  
GOALS

## WELCOMING ATTITUDES & BEHAVIOURS

Goal	Owner	Start Date	Due Date	1969
<b>Reduce discrimination rates: 26% to 19%</b>	Civic & Social Integration Committee	04/15/2019	03/31/2023	
<b>Build community sense of pride in diversity.</b>	Civic & Social Integration Committee	04/15/2019	03/31/2023	
<b>Create new opportunities for new locals to build social connections</b>	Civic & Social Integration Committee	04/15/2019	03/31/2023	
↳ Organize regular multicultural community celebrations, including community dinners: 8 events	Town of Banff	04/01/2019	03/31/2023	
↳ Organize workshop on event planning for ethnocultural associations	Civic & Social Integration Committee	04/01/2020	03/31/2021	
↳ Organize regular multicultural community celebrations, including community dinners: 8 events	Town of Canmore	04/01/2019	03/31/2023	
<b>Create additional inclusive leisure and recreation opportunities</b>	Civic & Social Integration Committee	04/15/2019	03/31/2023	
↳ Secure access to additional public use indoor space	Town of Banff	04/01/2020	03/31/2023	
↳ Offer try-it style recreation programming: 6 events	Town of Banff	04/01/2019	03/31/2023	
↳ Offer try-it style recreation programming: 6 events	Town of Canmore	04/01/2019	03/31/2023	

## CIVIC & POLITICAL ENGAGEMENT

Goal	Owner	Start Date	Due Date	1969
<b>Increase immigrant voting rates: 15%</b>	Civic & Social Integration Committee	04/15/2019	03/31/2023	
<b>Improve board diversity</b>	Civic & Social Integration Committee	04/15/2019	03/31/2023	
↳ Develop board diversity strategy: 1 unit	Civic & Social Integration Committee	04/01/2020	06/30/2020	

## COMMUNITY READINESS

Goal	Owner	Start Date	Due Date	1969
<b>Support development of ethnocultural associations</b>	Civic & Social Integration Committee	04/15/2019	03/31/2023	
↳ Offer grant writing workshop for ethnocultural associations: 2 unit	Civic & Social Integration Committee	10/01/2019	03/31/2021	
<b>Improve availability and accessibility of settlement resources in the community</b>	Settlement Committee	04/01/2019	03/31/2023	
↳ Create 'one stop shop' for settlement and orientation resources	Settlement Committee	04/01/2019	03/31/2021	
↳ Pilot newcomer welcome event	Welcome Event Work Group	04/01/2020	10/31/2021	
↳ Develop work plan for first annual Newcomer Welcome Event	Welcome Event Work Group	09/01/2019	12/31/2019	

