



# Immigrant Sector Council of Calgary

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## 2010 – 2012 Strategic Plan

**LCH Relations & CK Communications**

**9/24/2009**

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## **Introduction**

The Immigrant Sector Council of Calgary (ISCC) was created in 2001 as a result of a systems-wide evaluation of the Calgary immigrant-serving sector (Howard Research Report -- *Calgary Immigrant Services, Evaluation and Systems Overview*) commissioned by six major funding organizations.

As a collaborative forum of committed individuals who represent the key areas of expertise required for helping newcomers find success in Calgary, ISCC has representation from all three levels of government, immigrant agencies in Calgary, public institutions and ethno-cultural and multicultural groups. Through its membership, ISCC has the ability to influence, affect change and bring knowledgeable perspectives to influence public attitudes and knowledge about the immigrant sector.

LCH Relations and CK Communications were engaged to conduct three facilitated strategic planning sessions in an effort to update the Council's vision and mission statements and develop key objectives, strategies and action items for the 2010-2012 strategic plan. The objectives established for the strategic planning sessions were to review and refresh ISCC's mission and vision statements through a collaborative, facilitated approach; and define ISCC's strategic objectives for 2010 – 2012. For a summary of the sessions, see Appendix A.

Every effort has been made to engage ISCC membership in the development of this strategic plan. Follow-up consultation was conducted with members who were unable to participate in the planning sessions to ensure their feedback and input was considered in the final plan.

### **ISCC's Refreshed Vision**

Newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community.

### **ISCC's Refreshed Mission**

To provide leadership and resources to influence public attitudes and knowledge and support capacity of service providers in the immigrant sector.

### **PEST Analysis**

Following a review of the research during the strategic planning session, ISCC conducted a review and update of the political, economic, social, technological (PEST) analysis by:

- Identifying any issues that are still relevant.
- Identifying any emerging issues that need to be added.
- Identifying and prioritizing top three to five influencing factors impacting ISCC.

The results were reported out at the end of the first session and validated at the beginning of session two. See Appendix A for the updated PEST Analysis included in the strategic planning summary.

## 2010 – 2012 Strategic Plan

The mission of the ISCC is to provide leadership and resources to influence public attitudes and knowledge and support capacity of service providers in the immigrant sector.

**Goal:** Newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community.

**Objectives:**

- To increase the council's leadership role in influencing public policy and public perception of the value of newcomers.
- To support member organizations in building capacity, strengthening service delivery mechanisms and enhancing coordination of services.
- To enhance newcomers experience and participation in the Calgary community and promote institutional change.

**Outcomes:**

- Informed decision making and more effective policies and policy-making processes with regard to settlement and integration.
- Broader public awareness of the opportunities and challenges facing newcomers, and more balanced reporting and discussion on the value of newcomers.
- Increased capacity of member organizations to provide coordinated, culturally appropriate services for newcomers.
- More equitable social, economic and political opportunities for newcomers in the Calgary community.

**Goal:** Newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community.

**Objective 1:** To increase the council's leadership role in influencing public policy and public perception of the value of newcomers.

### **2010 – 2012 Strategies and Initiatives**

- Address current immigrant sector issues and validate and prioritize emerging strategic issues related to client service needs and policy issues.
  - Identify, confirm and validate ISCC's issues platform.
  - Conduct an annual internal and external environmental scan.
  - Update, confirm and validate issues platform on a regular basis, including our current platforms on temporary foreign workers, refugee claimants, immigrant housing, and employment for skilled immigrants.
  - Identify current involvement of member agencies' initiatives related to the known issues.
  - Research and identify community initiatives related to poverty, housing and international credential recognition.
  - Prioritize community initiatives and promote and participate in relevant community initiatives where ISCC can have the greatest impact.
- Build Public Policy Action Plan for ISCC (2010 – ongoing)
  - Select priority policy issues.
  - Support the development and implementation of a municipal immigration strategy by working closely with The City of Calgary as they develop an Immigration and Settlement Policy Framework.
- Increase public awareness of immigrant sector issues and influence public perception of the value of newcomers.
  - Review, update and implement ISCC's communication strategy.
  - Develop a government relations strategy to initiate a public discussion on immigrant issues in Calgary.
  - Update brochure
  - Raise the public profile and accessibility to ISCC in Calgary and the province.
  - Acknowledge and celebrate achievements of newcomers.

**Goal:** Newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community.

**Objective 2:** To support member organizations in building capacity, strengthening service delivery mechanisms and enhancing coordination of services.

### **2010 – 2012 Strategies and Initiatives**

- Establish benchmarks of current capacity and needs for member organizations by stakeholder groups by 2011.
  - Survey current programs and delivery to identify capacity needs, resources.
  - Assess information and establish benchmarks and direction.
- Build a framework for ISCC members to strengthen service delivery mechanisms (throughout 2010-2012).
  - Establish ways to share best practices.
  - Research professional development activities and share with ISCC members via website.
  - Encourage and facilitate shared training opportunities.
  - Audit existing resources to determine how ISCC can enhance and promote resources (on website and hard copy) by topic.
  - Position classification structure and ensure successful delivery.
- Seek opportunities to create mechanisms and tools that enhance coordination of services within the immigrant serving sector (2012).
  - Research potential new members for ISCC.
  - Establish ways to share best practices (including front line staff).

**Goal:** Newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community.

**Objective 3:** To enhance newcomers experience and participation in the Calgary community and promote institutional change.

### 2010 – 2012 Strategies and Initiatives

- Implement the institutional change component of the CARE Strategy<sup>1</sup> as widely as possible.
  - Work with representatives of various sectors and organizations to promote CARE Strategy and help them develop a plan for implementation.
  - Review the institutional change component of the CARE model to identify if it can be used as a model for other institutional change initiatives.
- Identify ISCC's role in promoting cultural competency and facilitating the cultural competency discussion.
  - Review what exists and assess ISCC's value add.
  - Develop a common definition of cultural competency (bring people together through a forum to define).
  - Identify the next steps base on a review of the CARE model.
- Participate in the development of a municipal civil engagement framework for newcomers by 2012.
  - Form a subcommittee.
  - Audit existing resources related to civic participation to understand assets and gaps.
  - Provide recommendations on the development of municipal engagement strategies
- Continue supporting the ISCC-City of Calgary Immigrant Employment Partnership Project.
  - Hold regular meetings, events and community forums.
  - Conduct the necessary research in an effort to achieve the project's mission: to promote and catalyze immigrant employment and retention within The City of Calgary and to support The City of Calgary to be a leader in this respect amongst Calgary employers.

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<sup>1</sup> A comprehensive framework designed to address the challenges facing children and youth of immigrant families.

## Workplan

**Objective 1:** *To increase the council's leadership role in influencing public policy and public perception of the value of newcomers.*

<b>Strategy #1.1:</b> <i>Address current immigrant sector issues and validate and prioritize emerging strategic issues related to client service needs and policy issues.</i>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Progress/Outcomes</b>
<ul style="list-style-type: none"> <li>• Identify, confirm and validate ISCC's issues platform.                             <ul style="list-style-type: none"> <li>○ Research and set benchmarks</li> <li>○ CARE Strategy to identify, and with Council endorsement, address child and youth issues.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Emerging Issues Committee (identify)</li> <li>• ISCC Council (confirm and validate)</li> <li>• Staff</li> <li>• CARE Strategy</li> </ul>	2010-2012	
<ul style="list-style-type: none"> <li>• Conduct an annual internal and external environmental scan.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> </ul>	December 2009	Review and update of PEST analysis completed as part of strategic planning exercise.
<ul style="list-style-type: none"> <li>• Update, confirm and validate issues platform on a regular basis, including our current platforms on temporary foreign workers, refugee claimants, immigrant housing, and employment for skilled immigrants.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Emerging Issues Committee (update)</li> <li>• ISCC Council (confirm and validate)</li> </ul>	Bi-monthly	
<ul style="list-style-type: none"> <li>• Identify current involvement of member agencies' initiatives related to the known issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> </ul>		

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Action	Responsibility	Timeline	Progress/Outcomes
<ul style="list-style-type: none"> <li>• Research and identify community initiatives related to poverty, housing and international credential recognition.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff (with support from Communications and Emerging Issues Committee)</li> </ul>	December 2009	
<ul style="list-style-type: none"> <li>• Prioritize community initiatives and promote and participate in relevant community initiatives where ISCC can have the greatest impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Emerging Issues Committee (with input from the Council)</li> <li>• ISCC representative (participation)</li> </ul>		
<b>Strategy #1.2: Build Public Policy Action Plan for ISCC (2010 – ongoing).</b>			
Action	Responsibility	Timeline	Progress/Outcomes
<ul style="list-style-type: none"> <li>• Select priority policy issues.                             <ul style="list-style-type: none"> <li>○ CARE Strategy will identify child and youth public policy issues.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Communications and Emerging Issues Committee (with input from the Council)/ Staff                             <ul style="list-style-type: none"> <li>○ CARE Strategy</li> </ul> </li> </ul>	Early 2010	Updated PEST will guide this work.
<ul style="list-style-type: none"> <li>• Support the development and implementation of a municipal immigration strategy by working closely with The City of Calgary as they develop an Immigration and Settlement Policy Framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff / Municipal Immigration Strategy Taskforce</li> </ul>		



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Action	Responsibility	Timeline	Progress/Outcomes
<ul style="list-style-type: none"> <li>• Develop a government relations strategy to initiate a public discussion on immigrant issues in Calgary                             <ul style="list-style-type: none"> <li>○ Develop a list of targeted MLAs and MPs</li> <li>○ Work with elected officials to host annual town hall meetings in their constituencies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Staff (with support from Public Relations Committee*)</li> <li>• Staff (with support from Public Relations Committee*)</li> <li>• ISCC representatives</li> <li>• Public relations committee</li> <li>• Staff</li> </ul>	<p>April 2010</p>	
<ul style="list-style-type: none"> <li>• Update brochure                             <ul style="list-style-type: none"> <li>○ Review the ISCC brochure to ensure it reflects current services for immigrants</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Brochure committee</li> <li>• Staff</li> </ul>	<p>2011 October – December 2010</p>	
<ul style="list-style-type: none"> <li>• Raise the public profile and accessibility to ISCC in Calgary and the province                             <ul style="list-style-type: none"> <li>○ Research opportunities (strategically) for the ISCC to be present at, e.g. events, conferences, etc.</li> <li>○ Develop and implement a promotional campaign</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Public Relations Committee*</li> <li>• Staff</li> </ul>	<p>2010-2012  2011</p>	
<ul style="list-style-type: none"> <li>• Acknowledge and celebrate achievements of newcomers                             <ul style="list-style-type: none"> <li>○ Identify current celebrations and recognitions (both individual and community levels)</li> <li>○ Increase profile of the collective achievements of newcomers on ISCC website and publications.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Staff (with support from Public Relations Committee*)</li> <li>• Staff (with support from Public Relations Committee*)</li> </ul>	<p>Ongoing  April 2010  April 2010</p>	

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**Objective 2:** To support member organizations in building capacity, strengthening service delivery mechanisms and enhancing coordination of services.

<b>Strategy #2.1: Establish benchmarks of current capacity and needs for member organizations by stakeholder groups by 2011.</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Progress/Outcomes</b>
<ul style="list-style-type: none"> <li>Survey current programs and delivery to identify capacity needs, resources</li> </ul>	<ul style="list-style-type: none"> <li>Staff (with support from Implementation Advisory Committee)</li> </ul>	Early 2010	
<ul style="list-style-type: none"> <li>Assess information and establish benchmarks and direction</li> </ul>	<ul style="list-style-type: none"> <li>Staff (with input from Implementation Advisory Committee)</li> </ul>	Mid-late 2010	
<b>Strategy #2.2: Build a framework for ISCC members to strengthen service delivery mechanisms (throughout 2010-2012).</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Progress/Outcomes</b>
<ul style="list-style-type: none"> <li>Establish ways to share best practices</li> </ul>	<ul style="list-style-type: none"> <li>Staff (with input from Implementation Advisory Committee)</li> </ul>	January 2010	
<ul style="list-style-type: none"> <li>Research professional development activities and share with ISCC members via website</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	2010	
<ul style="list-style-type: none"> <li>Encourage and facilitate shared training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	2010-2012	
<ul style="list-style-type: none"> <li>Audit existing resources to determine how ISCC can enhance and promote resources (on website and hard copy) by topic.</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>	2011	<ul style="list-style-type: none"> <li>Review InformAlberta website <a href="http://www.informalberta.ca">www.informalberta.ca</a></li> <li>Review directory of ESL services</li> </ul>

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Action	Responsibility	Timeline	Progress/Outcomes
<ul style="list-style-type: none"> <li>Position classification structure and ensure successful delivery.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		
<b>Strategy #2.3:</b> <i>Seek opportunities to create mechanisms and tools that enhance coordination of services within the immigrant serving sector (2012).</i>			
Action	Responsibility	Timeline	Progress/Outcomes
<ul style="list-style-type: none"> <li>Research potential new members for ISCC</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> <li>Executive Committee</li> </ul>	January 2010	
<ul style="list-style-type: none"> <li>Establish ways to share best practices (including front line staff)                             <ul style="list-style-type: none"> <li>CARE Strategy to facilitate the coordination of programs and services to child and youth of immigrant families.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> <li>Implementation Advisory Committee and CARE Strategy                             <ul style="list-style-type: none"> <li>CARE</li> </ul> </li> </ul>	2011	

**Objective 3:** *To enhance newcomers experience and participation in the Calgary community and promote institutional change.*

<b>Strategy #3.1:</b> <i>Implement the institutional change component of the CARE Strategy as widely as possible.</i>			
Action	Responsibility	Timeline	Progress/Outcomes
<ul style="list-style-type: none"> <li>Work with representatives of various sectors and organizations to promote CARE Strategy and help them develop a plan for implementation</li> </ul>	<ul style="list-style-type: none"> <li>CARE Committee</li> <li>Staff</li> </ul>		City of Calgary has committed to CARE Strategy and is beginning to develop a plan
<ul style="list-style-type: none"> <li>Review the institutional change component of the CARE model to identify if it can be used as a model for other institutional change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Staff</li> </ul>		

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<b>Strategy #3.2: Identifying ISCC's role in promoting cultural competency and facilitating the cultural competency discussion.</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Progress/Outcomes</b>
<ul style="list-style-type: none"> <li>Review what exists and assess ISCC's value add</li> </ul>	<ul style="list-style-type: none"> <li>Staff (with support from Emerging Issues and Communications sub-committee)</li> </ul>		
<ul style="list-style-type: none"> <li>Develop a common definition of cultural competency (bring people together through a forum to define)</li> </ul>	<ul style="list-style-type: none"> <li>Staff; (with input of immigrant sector)</li> </ul>		
<ul style="list-style-type: none"> <li>Identify the next steps base on a review of the CARE model</li> </ul>	<ul style="list-style-type: none"> <li>Staff; (with input of immigrant sector)</li> </ul>		
<b>Strategy #3.3: Participate in the development of a municipal civil engagement framework for newcomers by 2012.</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Progress/Outcomes</b>
<ul style="list-style-type: none"> <li>Form a subcommittee</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>		
<ul style="list-style-type: none"> <li>Audit existing resources related to civic participation to understand assets and gaps</li> </ul>	<ul style="list-style-type: none"> <li>Staff (with support from Civil Engagement Committee)</li> </ul>	2011	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Understand where we are and where we need to go</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Staff (with support from Civil Engagement Committee)</li> </ul>		
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Involve newcomers / develop ways to involve newcomers in this strategy and activities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Staff (with support from Civil Engagement Committee)</li> </ul>		
<ul style="list-style-type: none"> <li>Provide recommendations on the development of municipal engagement strategies</li> </ul>	<ul style="list-style-type: none"> <li>Staff (with support from Civil Engagement Committee)</li> </ul>		

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<b>Strategy #3.4: Continue supporting the ISCC-City of Calgary Immigrant Employment Partnership Project</b>			
<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Progress/Outcomes</b>
<ul style="list-style-type: none"> <li>Hold regular meetings, events and community forums</li> </ul>	<ul style="list-style-type: none"> <li>ISCC-City of Calgary Immigrant Employment Partnership Committee</li> </ul>		
<ul style="list-style-type: none"> <li>Conduct the necessary research in an effort to achieve the project's mission: to promote and catalyze immigrant employment and retention within The City of Calgary and to support The City of Calgary to be a leader in this respect amongst Calgary employers.</li> </ul>	<ul style="list-style-type: none"> <li>ISCC-City of Calgary Immigrant Employment Partnership Committee</li> </ul>		

Notes: \* The development of a Public Relations Committee is pending recommendation by the Governance Committee and approval of the Council.

\*\* The identification of a spokesperson will fall out of the communication strategy and protocol and the issues management protocol.

## **2010 – 2012 Operational Plan**

### **Operations**

The mission of ISCC is to provide leadership and resources to influence public attitudes and knowledge and support capacity of service providers in the immigrant sector.

**Objective:** To ensure the long-term sustainability of the Council.

### **2010 – 2012 Operational Strategies and Initiatives**

- Assess the internal governance structure to determine the Council's ability to resource and support the strategic plan, and to identify appropriate membership structure. (2010)
  - Review membership issues related to client service needs and policy issues.
  - Review, refine and adopt the values/beliefs statements.
- Monitor and ensure ISCC's activities align with its vision and mission.

## **Next Steps**

Using the workplan template and ISCC's system logic model, the strategies included in both the Strategic Plan and the Operational Plan should be prioritized and mini action plans which reflect how, when and who will implement each of the initiatives should be developed.

## **Appendix A — Strategic Planning Summary**

### **ISCC Strategic Planning Summary Document**

The Immigrant Sector Council of Calgary engaged LCH Relations to conduct three facilitated strategic planning sessions in an effort to update the Council's vision and mandate statements and develop key objectives, strategies and action items for the 2010-2012 strategic plan.

The objectives established for the three sessions are as follows:

- Review and refresh ISCC's mission and vision statements through a collaborative, facilitated approach.
- Define ISCC's strategic objectives for 2010 – 2012.

The following is a summary of the outcomes of the three sessions.

#### **Session One: Tuesday, June 16, 2009 (half day)**

Prior to session one, 12-random sample interviews were conducted with representatives from each of the Council's membership groups. The results of the interviews were reported on during this session.

#### ***Research results***

When asked what ISCC's top accomplishments are, respondents reported the following:

- 10 out of 12 said getting the organizations in the sector meeting on a regular basis which has helped to strengthen the relationships is ISCC's biggest accomplishment.
- HR compensation review.
- CARE strategy.
- Partnership with the City of Calgary.
- ISCC's committee structure has allowed ISCC to address emerging issues such as temporary foreign workers and issues with the governance structure.
- ISCC's first conference.

Respondents reported that the gaps and/or issues and priorities that need to be included in the 2010-2012 strategic plan are:

- Staffing structure – there's still a gap in terms of having someone who can provide senior level support on a dedicated basis.
- Influencing public policy/advocacy.
- Haven't addressed the issue of poverty.
- Losing the ability to speak with one voice due to competing agendas and interests.
- Addressing the issue of foreign credentials.
- Implementing the communication plan.
- No measurable goals and objectives.
- Membership structure – mix has created challenges from a policy and advocacy perspective.
- Strategic plan was too ambitious.

The key areas respondents reported that ISCC should focus on in the 2010-2012 strategic plan include:

- Define the issues that need to be addresses and the organizational structure required to support the strategic plan.
- Trust building between Council members – all agendas need to be compromised to achieve the common goals.
- Governance and organizational structure.
- Develop a culture for sharing information about programs, and cross referrals among service providing agencies – need to embrace strengths and referrals to each other.
- Strengthen ties with the cultural communities – Town Hall.
- Municipal strategy.
- Revitalize the voice of the immigrant community through advocacy.

When asked if ISCC should have a local or global focus, respondents reported the following:

- Focus locally but keep in mind what is happening globally as it impacts our environment.
- *ISCC can be a model – the stronger our local accomplishments and impact on provincial issues, the more national attention we'll gain.*

When asked if the current vision and mission statement still representative of ISCC's mandate and goals, respondents were split 50 / 50 as to whether or not the vision and mission statements are still relevant.

- Issues include:
  - Needs to provide more emphasis on the fact that it's a sector effort bringing a unified voice to immigrant issues.
  - Missing the point that settlement and immigration is a two-way street.
  - What are we trying to accomplish? If it's collaboration on immigrant issues, it should be reflected in all of ISCC's activities.
  - Not clearly differentiate enough between the service provider organizations.
  - ISCC does not facilitate anything.
  - Needs to be memorable and reflect the purpose of the organization.

Respondents also noted issues or priorities that have emerged over the past two years that ISCC should focus on including:

- Reunification of families
  - What is the role of the cultural communities in ISCC?
- Temporary foreign workers
- Employment
  - Education and literacy – economists are tracing the economic downturn back to literacy issues.
  - Need quick access to the skills and tools required to move forward.
- Homelessness and poverty
  - Efforts may need to be beefed up.
- Immigrant youth
  - Defining and providing the appropriate level of programming for this group.
- Refugee claimants
- 100% increase in immigrants since 2007

### ***PEST Analysis***

Following the review of the research results, the participants were divided into small groups to review and update the political, economic, social, technological (PEST) analysis. Participants were asked to:

- Identify any issues that are still relevant.
- Identify any emerging issues that need to be added.
- Identify and prioritize top three to five influencing factors impacting ISCC.

The results were reported out at the end of this session and tested at the beginning of session two. See Appendix A for the updated PEST Analysis.

### **Session Two: Monday, June 29, 2009 (half day)**

The session opened with a review and confirmation of the PEST analysis and was followed by large group work on defining the vision and mandate statements. Participants were provided with the following definitions for vision and mandate.

- A vision statement is an aspirational statement of what you hope to be. It summarizes an image of the future you strive to create and is a roadmap for strategic planning.
- A mandate statement defines who you are and what you do. It is typically a concise statement summarizing your organization's reason for existing.

The group was asked to:

- Review key concepts.
- Identify themes.
- Test themes against research results and PEST analysis.
- Establish agreement/consensus on key concepts that should be included in the vision and mandate statements.

The group identified a number of key concepts that should be included in the vision and mandate statements as well as a number of concepts that should be adopted as values statements at a later date.

The draft vision and mandate statements were refined and circulated to the Council membership for further input following the second session. Members were given two weeks to respond and the ISCC staff followed up with members to ensure a majority had responded to the request for input.

The vision and mandate statements were refined and circulated for a final vote. See Appendix B for the final vision and mandate statements, as well as the key value statements to be refined at a later date.

### **Session Three: Friday, September 4, 2009 (full day)**

The session opened with a review of the accomplishments from previous sessions. The goal for the third session was to:

- Prioritize three to five key objectives

- Define three to five key strategies to support each objective
- Define action items to support the strategies

Prior to beginning the large group work to define the key objectives for 2010-2012, the facilitators reviewed the elements of creating SMART objectives:

- Specific
  - Objectives should specify what they want to achieve.
- Measurable
  - You should be able to measure whether or not you are meeting the objectives.
- Achievable
  - Are the objectives you set, achievable and attainable?
- Realistic
  - Can you realistically achieve the objectives with the resources you have?
- Time
  - When do you want to achieve the set objectives?

Participants were asked to reframe the 2007 objectives SMART objectives and identify the priorities for 2010 – 2012.

Following the large group work to reframe the objectives, participants were broken down into small groups to define key strategies and action items to support the objectives. Each group was assigned two objectives. By the end of this exercise, one objective was deemed to be a strategy and was rolled under the first objective.

The following objectives and strategies received consensus at the end of the session.

### ***Objectives / Strategies***

1. To increase the council's leadership role in influencing public policy **and promoting institutional change.**
  - a. To build a public policy action plan for ISCC (2010 and ongoing).
  - b. Raise the profile and accessibility of ISCC in Calgary and Alberta (2010 – 2012).

*(Note: using cultural competency)*

2. To support member organizations in building capacity, in strengthening service delivery mechanisms and enhancing coordination of services.
  - a. To establish benchmarks of current capacity and needs for member organizations by stakeholder groups by 2011.
  - b. To build a framework for ISCC members to strengthen service delivery mechanisms.
  - c. Seek opportunities to create mechanisms and tools that enhance coordination of services within the sector 2012.
3. To address known current immigrant sector issues and continue to validate and prioritize emerging strategic issues related to client service needs and policy issues.
  - a. Promote and participate as appropriate in existing initiatives related to poverty, housing and international credential recognition by 2010

- b. To identify and address emerging issues on a regular basis
4. To increase public awareness of immigrant sector issues and influence public perception of the value of newcomers.
  - a. Acknowledge and celebrate achievements of newcomers.
  - b. Initiate public discussion on immigration issues in Calgary by April 2010.
5. To enhance newcomers experience and participation in the Calgary community.
  - a. Participate in the development of a municipal civic engagement framework for newcomers by 2012.
  - b. Promote cultural competency and identifying ISCC's role in cultural competency to help facilitate the cultural competency discussion.

(Note: addressing the two way element – newcomers coming in and institutions values statement – reasonable accommodation)

### **Action Items**

The following action items were developed to support the strategies and objectives. Further work is required to prioritize and test against resources. (Action items are bulleted below the respective strategy.)

**OBJECTIVE 1:** *To increase the council's leadership role in influencing public policy **and promoting institutional change.***

*Strategy 1: Build Public Policy Action Plan for ISCC (2010 – ongoing)*

- Select priority policy issues (early 2010)
- Identify platform (position) on key issues (research/set benchmarks) (2011 – 2012)
- Identify the stakeholders/groups we need to work with (e.g. government, media, employers, professional organizations) (early 2010)
- Communicate platform to stakeholders (2010 – 2012)
- Evaluate impact, assess process (2012)

*Strategy 2: Raise the public profile and accessibility to ISCC in Calgary and the province (2010 – 2012)*

- Research opportunities (strategically) for the ISCC to be present at, e.g. events, conferences, etc. (2010-2012)
- Promotional campaign (2011)
- Review membership (2010)
- Build proactive relationships with key Alberta journalists (mainstream and ethnic) who report on identified key policy issues (late 2010 – following platform completion)
- Build proactive relationships with key government officials who are involved in identified key policy issues (late 2010 following platform completion)

**OBJECTIVE 2:** *To support member organizations in building capacity, strengthening service delivery mechanisms and enhancing coordination of services.*

**Strategy 1:** *Establish benchmarks of current capacity and needs for member organizations by stakeholder groups by 2011.*

- Survey current programs and delivery to identify capacity needs, resources (early 2010)
- Assess information and establish benchmarks and direction (mid-late 2010)

**Strategy 2:** *Build a framework for ISCC members to strengthen service delivery mechanisms (throughout 2010-2012).*

- Establish ways to share best practices (January 2010)
- Research professional development activities and share with ISCC members via website (2010)
- Encourage and facilitate shared training opportunities (2010-2012)
- Develop a central resource bank (on website and hard copy) by topic (2011)
- New publication of brochure (2011)

**Strategy 3:** *Seek opportunities to create mechanisms and tools that enhance coordination of services within the immigrant serving sector (2012).*

- Investigate new members for ISCC (January 2010)
- Review the ISCC brochure to reflect current services for immigrants (October – December 2010)
- Establish ways to share past practices (including front line staff) (2011)
- New publication of brochure (2011)
- Develop a central resource bank (on website and hard copy) by topic (2011) (the mechanism not the whole thing)

**OBJECTIVE 3:** *To address known current immigrant sector issues and continue to validate and prioritize emerging strategic issues related to client service needs and policy issues.*

**Strategy 1:** *Promote and participate in appropriate existing initiatives related to poverty, housing and international credential recognition.*

- Identify current initiatives in the community (December 2009) (inventory)
- Prioritize and participate based on where ISCC can have the greatest impact
- Identify current involvement of member agencies' initiatives related to the known issues
- Agree and understand current issues that ISCC will address

*Strategy 2: To identify and address emerging issues on a regular basis.*

- Continue to use existing ISCC emerging issues committee and to receive and identify and bring attention to the Council for emerging issues (bi-monthly)
- Conduct an environmental scan (internal/external) on an annual basis (December 2009)
- Convening key stakeholders to address key issues
  - Need to revisit and evaluate on a regular basis (timeframe)

**OBJECTIVE 4:** *To increase public awareness of immigrant sector issues and influence public perception of the value of newcomers.*

*Strategy 1: Acknowledge and celebrate achievements of newcomers.*

- Identify current celebrations/recognitions (both individual and community levels)
- Increase profile of the collective achievements of newcomers on ISCC website and publications by April, 2010

*Strategy 2: Initiate public discussion on immigration issues on Calgary (April 2010).*

- Develop relationship with all MPs to assist them to hold annual town hall meetings in their constituencies (April 2010)
- Create a protocol for developing relationships with mainstream and ethnic media (February 2010)
- Select media outlets to develop a relationship to meet, discuss, means to work together (December 2010)

**OBJECTIVE 5:** *To enhance newcomers experience and participation in the Calgary community*

*Strategy 1: Participate in the development of a municipal civil engagement framework for newcomers by 2012.*

- Form a subcommittee involvement
- Audit existing resources related to civic participation to understand assets and gaps (2011)
  - Understand where we are and where we need to go
  - Involve newcomers / develop ways to involve newcomers in this strategy and activities
- Provide recommendations on the development of municipal engagement strategies

*Strategy 2: Promote cultural competency and identifying ISCC's role in cultural competency to help facilitate the cultural competency discussion.*

- Bring people together through a forum to define cultural competency and identify what's happening now
- Develop a common definition of cultural competency
- Form a sub-committee, involve newcomers

- Define scope – how big/broad do we want to go? (example: immigrants and beyond); who are other key players?
- Establish a think tank
- Identify best practices and benchmark
- Create a forum to identify what’s happening now
- Create a tool kit for cultural competency (if necessary)
- Establish and market ISCC as the go-to organization for intercultural consultation (global events)
- Resources – spokesperson established

### ***Organizational Structure Models***

The facilitators distributed a handout of best practice examples of not-for-profit organizational models for organizations using a network structure model similar to ISCC. This modern structure includes the linking of numerous, separate organizations to optimize their interaction in order to accomplish a common, overall goal. See Appendix C for more information.

### ***Operational Performance Measures Parking Lot***

The following operational issues were identified as part of the objectives, strategies and actions work and placed on an Operational Performance Measures Parking Lot. These issues need to be addressed at a future date.

- Values statements need to be refined and approved.
- Assess the internal governance structure to determine the organization’s ability to resource and support the strategic plan, and to identify appropriate membership structure.
- Identify the contributions of the CARE Strategy to achieving the objectives of the ISCC.

### ***Strategic Planning Sessions Parking Lot***

The following issue arose during the first strategic planning session and was placed on a Parking Lot to be addressed at a future date. The other issues placed on the Parking Lot during the first session were addressed during sessions two and three, or have been moved to the Operational Performance Measures Parking Lot.

- CARE Strategy is member focused. Services are beyond ISCC mandate.

### ***Evaluation Summary***

Participants were asked to complete an evaluation of the three sessions (see Appendix D). Nine completed evaluation forms were received. All answers were “agree” (with the exception of one person for question #2 – they indicated that they couldn’t answer because they were only at one out of the 3 sessions)

Comments include:

- I am very happy with the progress we have made.

- Great sessions, lots of work done.
- Excellent facilitation and brainstorming session, very focused discussions and substantive.
- Very useful to keep group on track and keep discussion relevant. Thank you for excellent facilitation.
- A challenging journey but promising in terms of the outcomes and direction for ISCC in its work to support of our collective work with newcomers. Thank you. A worthwhile two-day experience.
- Thank you for bringing different perspectives to numerous issues. Jobs well done.

### **Next Steps**

The take-away items from session three are:

- *Representative from each of the three groups to review the action items, test against the resources and prioritize.*
  - *To be completed the week of September 14.*
- *Create a strategy or two for the “institutional change” addition to the first objective as well as for the action items.*
  - *To be completed the week of September 14.*
- *Update system logic model.*
  - *To be completed following the completion of the strategic plan.*
- *Workplan development*
  - *Use action plan template to create work plans for each strategy.*
    - *To be completed following the completion of the strategic plan.*

## **Appendix A – PEST Analysis**

### **P—Political**

#### 1. Funding

- Funding levels do not reflect current reality of the costs involved in settling immigrants.
- The immigrant sector reflects the lowest-paid staff within the non-profit sector. This factor combined with the strain on current resources is contributing to the loss of key people in the sector – this also demonstrates a lower emphasis on immigrants and successful integration – even if the provincial government is indicating a high importance for this area.
- This will be more significantly impacted by the provincial and federal deficit.

#### 2. Foreign credential action plan

- (The sector is impacted by the implementation of this plan.)

#### 3. Municipal strategy is required

- We do not have a municipal strategy to address the needs of immigrants – 56% of immigrants that come to Alberta, come to Calgary. Federation of Canadian

- Municipalities just recently published their paper on immigration (available on the FCM website).
- Calgary increased number of newcomers, about 4.2% of the total to the nation.
  - Secondary migration puts huge resource strain on services because federal settlement funding is based on point of landing.
4. Challenges with the temporary foreign worker program
  5. Economic downturn
    - No one has a policy on how to handle this economic downturn.
    - Leadership is required for actions to address issues in caused by the economic downturn.

## **E—Economic**

1. Poverty
  - Difficulty in gaining work in particular fields creates social and economic issues – for example, more poverty because of low wages.
  - Calgary’s booming economy created unique challenges (ie affordable housing, staff retention, increased rent, utility costs, low salaries-look to social outlook report.
  - Calgary is the 3<sup>rd</sup> largest city with a rate of inflation of 4 per cent.
  - Visible minorities are paid less (when all other factors are removed).
  - Affordable housing for newcomers, high cost of living, school dropouts (teenagers leaving high school to go to work), attractive employment market (clients leaving training programs), underemployment.
2. Economic boom and bust is creating hardship for newcomers
  - Economic downturn is creating hardships for immigrants. Clients are coming back to agencies for more help.
  - 21,000 individuals (or 20%) of prime working-age immigrants had no employment after two years in Canada.
3. Sector capacity to respond to issues
  - Foreign credentials and the need for Canadian work experience—foreign credential recognition currently takes too much time and it is difficult for immigrants to gain the appropriate type of Canadian work experience for their particular fields. Immigrants have cited lack of Canadian work experience as well as non-recognition of foreign credentials as their key barriers to getting work in Canada – in any industry. The Canadian government accepts their credentials, but professional associations and employers generally do not accept those same credentials. Or the credentials are recognized or somewhat recognized with Canadian work experience which immigrants state is another area of difficulty for them.
  - Infrastructure cannot keep up with boom (e.g. child care, transportation).
  - Refugee claimants and temporary workers are not standing in line for services, but we can anticipate issues as their work visas expire.

- Resources to address backlog, more coming and others are still struggling after three years or so (need strategies).
  - Losing accessibility due to core area high rents.
  - Capacity funding to support technology skill sets.
4. Temporary foreign workers
- Two-thirds of temporary foreign workers who complained about their working conditions in the past two years in Alberta raised concerns about unpaid wages, new provincial government statistics reveal. Other high-ranking issues included compensation for overtime, holidays and vacation. In all, the province fielded 395 complaints from temporary foreign workers in 2007 and 2008, a period during which the pool of these employees rapidly grew, to 57,843 last year from 37,293 in 2007. (*Calgary Herald, June 4, 2009*)
  - Challenges with temporary foreign workers program.
5. Influence existing initiatives
- Lack of recognition for foreign credentials.
  - Institutional change – cultural competencies, change management, skill sets.

## **S—Social**

1. Prevention is the key
- Early investment and continuation of adequate services will break ongoing dependency on social services and prevent immigrants from falling into negative patterns.
    - The continuation of adequate services will break ongoing dependency on social services.
    - Immigrant services are proactive in facilitating services and preventing immigrants from falling into negative patterns.
    - Outcomes of prevention are measurable and achievable.
    - Investing in newcomers early will pay off later.
2. Alberta's demographic challenges are creating a demand for newcomers (aging population, low birthrate, urbanization, shortages in certain sectors)
- Alberta's demographic challenges include an aging population, low birthrate, urbanization and increase in migration to Alberta, these factors along with a very low unemployment rate (3.4 per cent in July, 2005) with especially severe shortages in health care, information and communications technology, construction, agriculture, food processing and tourism/hospitality, are creating a demand for newcomers.
3. Lack of organizational cultural competency
- Core services (seniors, health care etc) are not reflecting the diversity of the population (i.e. cultural competency; want to see themselves reflected in service providers)

- Mainstream agencies lack culturally sensitive services for newcomers (i.e. language), not separate them, it should be integration
  - Lack of cultural organizational competency-holistic approach (org vision, culture, live this in practice and policy)
4. Some newcomers are not gaining access to the services that help provide the necessary knowledge of English and the work culture in Canada.
- To speed up the process of reaching necessary levels of English and knowledge of Canadian work culture, investment may be needed for private training.
  - Racism-human rights record-unreported incidents.
5. A number of families are at risk for youth dropping out from school, gang involvement, social isolation, etc. A number of families and children are at risk to drop out.

### **T-Technological**

1. Digital divide / have and have not's
- Upgrading of skills for newcomers, they have no access to computers.
  - Sector is not up to par in terms of technology, training, accessibility, maintenance.
  - Technology language and training is required for almost all jobs and professions as the up skilling of the workforce continues in the technological age.
  - Technical support for agencies, but there is constant turnover of staff that affects this.
  - We need outcome data but there aren't adequate software packages for measurement lack technical program (one exists but is not user friendly).
2. Lack of funding
- Funding support for this area is not adequate, e.g. server systems (every three years computer programs obsolete).
3. Lack of useful outcomes reporting and reporting software
- Internet information for newcomers does not have all information needed, not easy to find.
4. Under utilization of social networking
- Youth are very wired.
  - Technology is giving government false impression of communicating with immigrants.
5. Unrealistic / inaccurate picture of what life is like in Canada
- Internet access provides current information to those considering coming to Canada. This includes job opportunities, lifestyles et al and this information may set expectations that are not met once newcomers are settling into the country.

- The Internet also provides access to the associations / organizations looking for labour – this can also be misleading to immigrants because of the government’s “point system” which has no relationship to the criteria for professionals set by various associations including APEGGA, etc.
- Technology is increasing immigrant expectations

## Appendix B – Vision and Mandate Statements

### Beliefs/Values Key Concepts

The following beliefs/values key concepts were identified during the second session. Future work is required to refine and adopt these statements.

ISCC has the following fundamental beliefs that form the foundation for the organization:

- Equality
- Dignity
- Respect
- Volunteers are a resource
- Recognize diversity within ISCC membership
- Immigrants/newcomers are ultimate recipients
- Inclusivity of broader community, key stakeholders
- Work together on complex issues
- Mandate to encompass all immigrants/newcomers
- Adding value to the immigrant/newcomer sector.

### Vision and Mandate

The following vision statement received the most votes (11 out of 15) in the final round of review.

**Vision**  
Newcomers to Canada are provided with the opportunity for full and equitable participation in the Calgary community.

The following mandate statement received the most votes (10 out of 15) in the final round of review.

**Mandate**  
To provide leadership and resources to influence public attitudes and knowledge and support capacity of service providers in the immigrant sector.

## Appendix C – Organizational Models

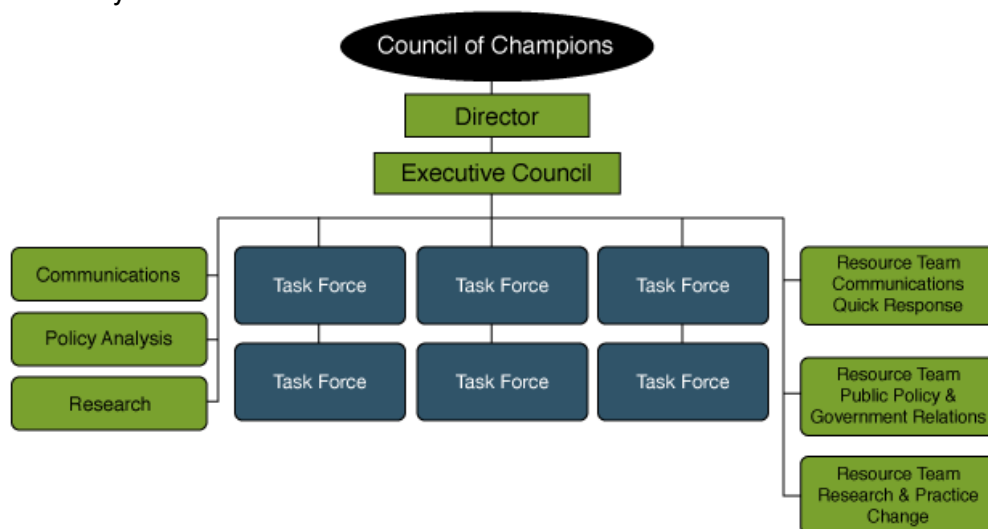
The following are some best practice examples of not-for-profit organizational models for organizations using a network structure model similar to ISCC. This modern structure includes the linking of numerous, separate organizations to optimize their interaction in order to accomplish a common, overall goal.

### *Upstart's Council of Champions for Youth*

UpStart's Council of Champions is a diverse mix of leaders from all across Calgary and area. The Council of Champions determines the strategic direction of UpStart's task forces by identifying key priorities. For more information, go to [www.upstartchampions.ca](http://www.upstartchampions.ca).

### Structured to be effective

UpStart's organizational structure is designed to make a difference in the lives of all Calgary children. We focus on areas where we know that we can make a substantial, measurable difference for every kid.



UpStart has 4 distinct divisions:

- The Council of Champions determines the strategic direction of UpStart by reaching consensus on priority task force issues.
- The Executive Council provides operational and strategic direction for all of the work undertaken by the task forces.
- Task Forces bring people together to support change on an issue for a defined period.
- Resource Teams support the work of Task Forces.

### *Canadian Public Relations Society*

The Canadian Public Relations Society (CPRS) is the national association that represents those

who practice public relations in Canada and abroad. CPRS is a federation of 16 Member Societies based in major cities or organized province-wide. All Member Societies adhere to the constitution of the National and Member Society.

### **Organizational structure**

- Executive Director (Association Management Company)
  - National Office Staff (Association Management Company)
- National Board
  - 12-member National Board elected from the membership at-large (1700 members)
  - One member must come from each of the six regions represented by CPRS – B.C., Alberta, Prairies, Ontario, Quebec and Atlantic Canada
  - The three member Executive Committee is elected by the Board from the Board membership
- Presidents' Council
  - National President is the Presiding Officer
  - The Presidents from the 16 local member societies sit on the Council
  - The Council provides the means to engage the local societies in the work of the National Society
- Operations Committee
  - National President is the presiding officer
  - The Presiding Officers of the National Societies committees, councils and task forces are members of the operations committee
  - The Operations Committee provides the means for connecting the work of the committees, councils and task forces to the organizations strategic business plan

### ***Canadian Centre for Energy Information***

As concerns about the environment and economy increase, so too does the need for balanced and credible information about energy in Canada. The Canadian Centre for Energy Information was created to meet that need. As a not-for-profit organization, The Centre for Energy is guided by independent advisors and directed by an Executive Board representing a diverse cross-section of sectors and energy stakeholders. Our funders include energy associations, government and energy companies. We're actively seeking partnerships with organizations to work together to explore energy and environmental issues and help develop energy-related editorial content, educational resources and other Centre for Energy initiatives that support and promote Canada's energy system.

- Project Manager
  - Managing partner of a public relations agency
  - A seconded staff member serves as the President and face of the Centre for Energy
  - Both report to the Executive Board
- Executive Board

- Governs the Centre for Energy. The Centre for Energy intends to develop the Centre for Energy Executive Board to be representative of: all Canadian energy industries, all regions, education and government.
- Advisors
  - Mid- to senior-level experts from the Canadian energy system, educators, representatives from related non-governmental organizations and members of the community who review Centre for Energy content and provide advice regarding data and information resources.
  - Composition of each Advisor group is defined by the nature of each project. The Centre for Energy has an unlimited number of Advisors with no fixed terms. There is no remuneration for Advisors, and no membership fee. The role and authority of an Advisor is to check facts, provide input, direction, counsel, ideas, advice and content edits related to web portal content, serve as a resource networking liaison and help identify energy issues in their field of expertise. Following is a list of Advisors for the Centre for Energy.
- Partners
  - Organizations who partner with the Centre for Energy to advance the common goals of energy literacy.
- Guiding Principles
  - The Centre for Energy does not take positions on issues. However, some areas of the portal may contain opinion-oriented content that reflects a range of perspectives on a variety of issues. Our guiding principles govern our decision-making process in the provision of energy-related information and identify which areas of the portal may contain opinion-oriented information and which sections are presented without editorial opinion or comment.
  - Material contained on this web portal is for informational purposes only and should not be used for making investment decisions. Our role in the provision of energy-related information is based on the following guidelines.

### ***Alberta Real Estate Foundation***

The Alberta Real Estate Foundation supports initiatives that enhance the real estate industry and benefit the people of Alberta. The Foundation has an Executive Director and a Board of Governors.

- Executive Director and Paid Staff
  - The staff implements the decisions of the Board of Governors and manages the day-to-day operations of the Foundation.
  - The Foundation is guided by an Executive Director who reports directly to the Board of Governors. The focus of the Foundation's daily operations include:
    - Community Investment  
Working with partner organizations to successfully implement project ideas for the benefit of the real estate industry and all Albertans.
    - Communications  
Keeping the real estate industry aware of Foundation activities through provincial publications, our website, and presentations in communities throughout the province.
    - Stakeholder Consultations  
Involving industry and community members in discussions for ideas and possible partnership opportunities.

- Recognition  
Increasing the Foundation's profile within the province through various community and media outlets.
- Board of Governors
  - An appointed Board of Governors oversees the mission of the Alberta Real Estate Foundation. The Alberta Real Estate Foundation's Board of Governors is comprised of industry and public volunteers that represent the heart of the organization. They collectively make decisions about each grant to create successful and meaningful results that benefit the people of Alberta.
  - The Foundation is independent of organized real estate, government and licensing authorities. Some of these bodies appoint nominations for the Board of Governors. Governors are appointed for a three-year term and are limited to serving for two three-year terms.
  - The Board of Governors is constituted under the Ministerial Regulation 113/96 section 2 as follows:
    - Two people are appointed by the Alberta Real Estate Association
    - Two people are appointed by the Real Estate Council of Alberta
    - One person who is not in the industry, who is appointed by the current members of the board to represent the interests of real estate consumers
    - One person who is not in the industry, who is appointed by the current members of the board to represent the interests of Alberta businesses
    - One person who is not in the industry, who is appointed by the current members of the board who possesses special skills or experience to assist the board in carrying out the Foundations purposes.

### ***Food Policy Council***

Purpose is to address issues concerning Iowa's food system.

The Council consists of 21 citizen members from different food-related sectors. These areas include farming organizations, professional associations, representatives from industry, and ex-officio members and special advisors from state government.

The Council is able to transcend strictly agricultural policy, state government departments, and all facets of the food system from seed to the dinner table because of its wide scope and varied membership. This "system" approach brings attention to issues such as availability for at-risk citizens, value-added agriculture through direct marketing, and sustainability.

## Appendix D – Session Evaluation Form

### *Overall Session Objectives*

- Review and refresh ISCC’s mission and vision statements through a collaborative, facilitated approach.
- Define ISCC’s strategic goals and objectives for 2010 – 2012.

We achieved the overall key objectives.

- Agree
- Disagree
- If disagree, please provide comments:

All three sessions provided the information required for me to participate.

- Agree
- Disagree
- If disagree, please describe what was missing:

I felt that I was able to participate in all the sessions I attended. I felt heard.

- Agree
- Disagree
- Comments?

I can support the decisions we came to today.

- Agree
- Disagree
- Comments?

I feel that we have made progress towards our goal of having a strategic plan for the Council.

- Agree
- Disagree
- If disagree, please state reasons:

Additional comments? (*Note on reverse of this page if needed.*)