Phase 2: Development of Community Vision
Final Report

City of Coquitlam Multiculturalism Strategy and Action Plan

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Submitted to:

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Introduction

In 2007, the City of Coquitlam applied for and received a grant from Heritage Canada to develop a Multiculturalism Strategy and Action Plan. This report summarizes and analyzes the research and community consultation completed in Phase 2 of the project – "Development of Community Vision".

The ultimate goal of the project is the creation of a Multiculturalism Strategy and Action Plan built on a shared community vision. As outlined in the original Request for Proposals, project work has been divided into three phases:

- Phase 1 – "Taking Stock";
- Phase 2 – "Development of Community Vision"; and
- Phase 3 – "Strategy and Action Plan Development"

Phase 1 work focused on "taking stock"; the research and consultation conducted in this phase took stock of the City's activities and strategies related to multiculturalism and diversity, provided an overview of key demographic trends and facts, introduced best practices from other municipalities and provinces, consulted, compiled and analyzed input from key community stakeholders, and identified all currently delivered programs and services specifically designed for new immigrants and refugees within Coquitlam. The completed Phase 1 research and analysis was summarized in the "Taking Stock" Final Report submitted to the City in January 2009. The information, data and analysis held within the Phase 1 report informed and guided the work of Phase 2.

Phase 2 work began in March 2009. The focus of the work of this phase has been on gathering input from the City of Coquitlam and various community stakeholders and working with them to develop a unified and agreed upon Vision Statement and Goals. "Buy-in" and support from a wide range of community stakeholders has been critical during this phase of the project and it is important to note that a high level of interest and participation in this project has been sustained. With the engagement and participation of a range of stakeholders, all Phase 2 activities have been successfully completed. Specifically, Phase 2 activities have included:

- Establishing the Project Advisory Group
- Conducting Newcomer Focus Groups
- Developing a Vision and Establishing Goals
- Developing a Community Resource
- Developing, Distributing and Analyzing a City Staff Survey

The data, analyses, descriptions, and findings that have resulted from the completion of the above activities are provided within this report and its appendices.

Establishing the Project Advisory Group

During Phase 2, a community-based stakeholder Project Advisory Group (PAG) to Coquitlam's Multiculturalism Strategy and Action Plan was established. The purpose of the PAG is twofold. First, during Phase 2 the group provided input to and guided the development of the Vision and Goals for the Strategy and Action Plan. Second, in Phase 3, the group will provide input to and guide the development of the Strategy and Action Plan. Given the significant role of the PAG in the success of this project, the establishment of a representative and strong advisory was determined as essential.

The membership of the PAG includes individuals representing a wide variety of sectors and interests within the community and who have experience and expertise related to multiculturalism and immigrant integration. In Phase 1 - Taking Stock, the PEERS consulting team conducted 13 individual consultations with key community stakeholders. These individuals were selected for the roles they and their agencies play in the provision of programs, services and resources for newcomers. Consultation participants demonstrated a high degree of knowledge and interest in issues related to multiculturalism and the development of welcoming and inclusive communities and PEERS recommended that these stakeholders be invited to become members of the PAG. As a clear demonstration of support and belief in the project, all accepted the invitation.

PAG members represent settlement and immigrant integration, children, youth and families, women's services, the public library system, public health, business, education and literacy. In addition, the membership includes representatives from the City's Multicultural Advisory Committee. A full list of members has been attached as **Appendix 1.** To support and facilitate the work of the PAG, the following City staff attend and participate in the PAG meetings:

Rob Innes, Manager Community Planning
Cathy Van Poorten, Social Planner
Nadia Carvalho, Community Planner
Aubrey Jensen, Community Planner
Geri Briggs-Simpson, Community Services Supervisor

To provide input to the development of the Vision and Goals, the PAG convened two times - March 24 and April 23, 2009. Between meetings their input and expertise was requested and provided electronically. During those sessions the PAG wholly supported the City in establishing a lead role in addressing the cultural diversity of Coquitlam. However, they also acknowledged the substantial network of organizations and services already in place to work with Coquitlam's diverse population and therefore emphasized working towards a cooperative vision for the City of Coquitlam, where the City would work in concert with other organizations to achieve the outcomes of its strategic plan. Their continued involvement in Phase 3 will undoubtedly lead to a meaningful and realistic Strategy and Action Plan.

Conducting Newcomer Focus Groups

As a component of Phase 2 Activities, three focus groups were conducted with recent immigrants to Coquitlam and the Tri-Cities. The purpose of these focus groups was to seek input and information on the elements of a welcoming community from the perspective(s) of a newcomer, identify gaps and barriers to community integration, as well as to identify positive and helpful resources they used and experienced in settling in Coquitlam and the Tri-Cities. Information from these sessions is intended to help shape the goals, objectives, strategies and actions of the City's Coquitlam Multicultural Strategy and Action Plan. Information from the focus groups supplemented information collected from consultation with Council's Multiculturalism Advisory Committee and previous community discussions.

The three focus groups were conducted March 4th and March 11th, 2009. The sessions were conducted with the Coquitlam School District Continuing Education Departments' English Language Services for Adults (ELSA) 4/5 classes. Classes were selected at the 4/5 level in order to ensure an appropriate language level for participation and dialogue in the focus groups. Sessions were held in two different schools and were scheduled in the morning, afternoon, and evening to allow for participation from those who might be working, home with children during the day or with other commitments.

In developing the questions for the focus groups the following research question and statement was established to guide the process and ensure that the information being requested remained focused on the needs of the City project.

> What does Coquitlam need to do to ensure that newcomers are welcomed and that they quickly develop a sense of belonging? - An examination and review of service strengths, weaknesses and challenges in Coquitlam / the Tri-Cities.

All participants were provided with copies of the focus group questions and asked to fill out a brief participant profile questionnaire. The participant responses and profile information were compiled and summarized and have been attached as Appendix 2.

The consulting team would like to acknowledge the cooperation of the Coquitlam School District and their instructors for allowing us to attend and speak with their ELSA classes.

Focus Group Findings and Observations

Participant Demographics

In total, 58 participants took part in the Phase 2 Focus Groups. 67% (39) of the participants were female and 33% (19) were male. Participants ranged in age from 18 to over 65, with the majority of the respondents aged between 31 – 40 years (24) and 41 – 50 years (18).

41 of the 58 participants lived in Coquitlam, while 10 participants lived in Port Moody, 4 lived in Port Coquitlam and 3 lived in Burnaby. Of those living in the Tri-Cities, 24 participants reported that they had lived there for one year or less, 12 reported that they had lived in the Tri-Cities for 1-2 years, and 13 reported that they had lived there for 2 - 3 years. Only six participants reported that they had lived in the Tri-Cities for 4 or more years.

All but one of the participants indicated that they were landed immigrants. All of the participants were recent immigrants (since 2004) and many indicated that they had been in Canada for less than two years.

The participants represented 16 different countries of origin, with the three largest countries of origin being Korea, Iran and China.

Settling in Coquitlam

The majority of focus group participants indicated that the main reason for choosing to settle and live in Coquitlam was the presence of friends or family already living in the area. Friends and family were also most often cited as the participants' key resource in the early settlement process. Some participants had received assistance from local settlement agencies (most noted S.U.C.C.E.S.S.) and a number of participants recalled receiving an information package at the airport upon arrival. Other reasons for settling or choosing to live in Coquitlam included the environment and access to parks as well as the affordable housing compared to other parts of the Lower Mainland.

The participants varied in their opinions on the ease of settlement in Coquitlam, but many were able to articulate what they found most difficult. The five most frequent responses were:

- Connecting to basic services / utilities
- Finding a job (13 responses)
- Communication with government and businesses
- Reporting and forms – e.g. accident report with ICBC
- City Information e.g. information regarding recycling

Early Access to Information

As in the process of selecting a community to settle in , participants reported a heavy reliance on friends and family for information on their community. However, many stated that they also used the internet to explore and find information on their community. Many participants noted that where community and organizational information is only presented in English, this can be very difficult, particularly in the early days of settlement. Of note, a number of the focus group participants identified the libraries as an early source of information.

Clearly many participants also found community information through their ESL classes and the Public School System.

When asked to prioritize the information they needed most in the early days of settlement, the participants identified the following:

a. Social Insurance Number
b. Banking
c. Housing and Utilities
d. Medical / Family Doctor
e. "Relevant" employment and occupational information

Similarly the "most helpful information" according to the participants was:

a. School system – both for children and adults
b. Family doctor
c. Shopping
d. Driving
e. Employment

Integration into Coquitlam and the Tri-Cities

In reviewing their experiences, past and current, in settling into Coquitlam the participants were very clear on what would have further assisted them integrate into the community. Their responses have been categorized into the following four categories:

Better information

- City / corporate information translated into main languages
- 1st week settlement program – what to do in the 1st week
- If not translated materials, at least simple language
- Community information package
- Better materials at the airport

Employment Information and Assistance

- Job search / employment assistance
- Employment information / assistance
- Professional / Occupational information

- Faster skill development opportunities towards employment

Access to English language studies

- Occupational language training e.g. English for engineers
- More daytime ELSA programs

Personal supports

- More access to longer-term or full-time daycare
- Limited housing

In general, the focus group participants reported a strong sense of community and attachment to Coquitlam and expressed appreciation of the community for its safety, "openness" as a family place, and its natural beauty and outdoor environment. Nevertheless, they stated that better sharing and provision of community and especially employment information would readily assist newcomers first arriving in Coquitlam.

A number of the participants expressed their appreciation for the school system in Coquitlam and a number of participants were particularly enthusiastic about Coquitlam's middle schools.

Welcoming and Belonging to Coquitlam

A sense of belonging to the community was highly individualized amongst the participants and some of the participants stated that they felt welcome immediately after arrival while others stated that they do not yet feel Coquitlam is where they belong. Many of the participants spoke of the time required to adjust, indicating between one and three years, and many stated that their sense of feeling welcomed and belonging within the community is / was directly tied to their ability to find employment or successfully operate their business.

The participants characterized Coquitlam as an open and friendly community, and only a few focus group participants stated that they had encountered unfriendly or unwelcoming individuals. Most participants saw belonging and being welcome within the community from a broader perspective and stated that the following barriers contributed to a sense of being unwelcome:

- Lack of information
    i. re: emergency or health issues
    ii. local driving rules and practices
    iii. how to solve problems (business, legal, etc.) when they arise
- Language and communication is a barrier
- Lack of understanding and information regarding Canadian culture
- Not having a job makes me feel unwelcome – participants discussed employment as a means to be fully integrated into society, and that without employment, they continue to feel like an outsider.

Developing a Vision and Establishing Goals

As stated earlier within this report, the establishment of a ***unified*** and ***agreed upon*** Vision and Goals for Coquitlam's Multiculturalism Strategy and Action Plan was the primary focus of the work of Phase 2. The consulting team used the data and findings from Phase 1 and the input gathered from all of the stakeholders in Phase 2 to inform the development the Vision and Goals. The consulting team facilitated the visioning process and the Project Management Team and the PAG provided their expertise, experience and knowledge of multiculturalism and diversity and of Coquitlam and the Tri-Cities.

A key driver of the visioning process was the involvement of the PAG and their experience and expertise with issues related to newcomer integration and multiculturalism within the Tri-Cities.

At the first Program Advisory Group meeting held March 24, 2009, the PAG was provided an overview of both the Heritage Grant and the City's proposed project. The City introduced a draft Terms of Reference which were reviewed and accepted. A copy of the Terms of Reference is attached as **Appendix 3**. PEERS provided an overview of the key themes and findings from the Phase1: "Taking Stock" Report. A copy of these themes and findings has been attached as **Appendix 4**. PEERS led the group in a small group visioning process to capture key elements and concepts of a Vision for Coquitlam's Multicultural Strategy. A summary of the input collected during this visioning activity is attached as **Appendix 5**.

From input provided at this meeting, PEERS prepared a draft Vision Statement. The Vision Statement was distributed to the PAG with the request for further input. The input provided by the PAG was incorporated and PEERS met with the City Project Management Group to share the revised version and to gather their input to the statement and to develop draft goals.

PEERS made revisions to the Vision Statement from the Project Management Group's input. To ensure that the goals reflected the needs identified by the community, the consulting team conducted a review of the findings from the Taking Stock Report and from the focus groups and created a second draft of the goals.

At the second PAG meeting on April 23rd, PEERS provided the members with a summary of the visioning exercise from the March meeting as well as the draft Vision Statement for discussion and input:

> "The City of Coquitlam will distinguish itself as a leader in the development of Coquitlam as a welcoming and inclusive community."

The Vision Statement was reviewed, discussed and critiqued by the PAG; the input was collected and summarized. Based on the PAG's input, PEERS created a third version of the Vision Statement for the Project Management Team's review.

At the April 23rd meeting, PEERS presented the PAG with the draft of five goals. The PAG divided into four discussion groups and critiqued the draft goals. Notes and comments were summarized and collected by PEERS for the development of a 3rd draft to be reviewed with the City project team.

PEERS met with the City's Project Management Group on May 13th to review and finalize the Vision Statement and the Goals. PEERS incorporated the group's comments and revisions. This draft was reviewed a final time by the Project Management Team on June 30th. Following is the final Vision Statement and Goals is attached as approved by the City's Project Management Group.

Vision:
The City of Coquitlam values cultural diversity and will lead in the growth of Coquitlam as a welcoming and inclusive community.

Goals:
In partnership with the community, the City will:

1. distinguish Coquitlam as a culturally diverse community

2. ensure that the cultural diversity of Coquitlam is understood, respected and reflected within all City staff, services, departments and divisions

3. encourage civic engagement and participation of Coquitlam's culturally diverse population by increasing awareness and understanding of the City's roles, functions and services

4. support the participation and belonging of Coquitlam's culturally diverse population by developing and /or promoting community programs, services and resources

5. raise awareness, understanding and appreciation of multiculturalism to increase the community's capacity to be welcoming and inclusive

Developing a Community Resource - A Guide to Programs and Services for Newcomers to Coquitlam

In Phase 1, research was conducted to identify current multicultural, immigrant and refugee programs and services available to newcomers in Coquitlam. The intended purpose of this research was to gain an understanding of the supports available and to identify service and program gaps. Other research completed in Phase 1 and 2 clearly indicated the need for greater access to program and service information related to multiculturalism and settlement; both community agencies and newcomers stated this need. PEERS recommended that an inventory or guide be created from the program and service information collected. As a result, and as a component of this project, the City of Coquitlam commissioned the development of "***A Guide to Programs and Services for Newcomers to Coquitlam***."

The Guide provides information only on programs, services and resources based on the following criteria used to determine the inclusion of programs and services to be listed within the guide.

Criteria for Inclusion:

1. Critical to the settlement process and / or immigrant integration into the community at large

2. Focus or emphasis on services, programs, resources for newcomers (some services target a generic population, but are important for newcomers and the program or service accommodates newcomers)

3. Within Coquitlam and the Tri-Cities (except when the service etc. is not available in Coquitlam, but serves Coquitlam residents)

The City of Coquitlam recognizes that in addition to the listings held within this inventory, there are many other mainstream programs, services and resources that are available to support the settlement of new immigrants and refugees.

To build the Guide, the program and service data collected in Phase 1 was reviewed by the consulting team and the list of programs and services to be included was expanded from 11 categories of information to 18. The providers of these additional programs and services were identified. Telephone calls were made to identify key organizations and contacts and then a data collection form was sent electronically to these contacts. Recipients were asked to not only provide information on their own initiatives, but to provide reference to other services and / or programs available in the Coquitlam (Tri-Cities) vicinity.

In addition to expanding the number of programs and services and collecting new data, all the program and service data collected in Phase 1 was fact-check verified and updated by the appropriate agency or provider.

The program and service data collected was compiled and formatted into a Guide. To avoid any program or service omissions and to ensure accuracy of information, this draft of the Guide was vetted by the Project Advisory Group, the Multicultural Advisory Team, and the Project Management Team. The additions and revisions provided by these stakeholders were incorporated and the final version has been submitted to the City.

The Guide is organized into 18 categories of information. In total, 80 programs and initiatives addressing the needs of immigrants and refugees were identified within the following categories:

- English as a Second Language Programs - 16
- Skills Training and Upgrading - 4
- Employment Programs -10
- Translation & Interpretation Services - 2
- Settlement Services - 7
- Personal, Family Counseling - 5
- Immigrant Support Groups - 4
- Legal Services - 1
- Tax Services - 2
- Recreation and Community Activities - 2
- Volunteer Opportunities - 2
- Host Programs - 2
- Parenting Programs - 8
- Family, Youth and Seniors Programs - 7
- Women's Services - 1
- Special Needs - 1
- Refugee Specific Services - 2
- Health Services – 4

In addition to these Coquitlam programs and services, the Guide also includes 37 Ethnic and Cultural Association listings. Although only a few are located within the Tri-Cities, the services and supports provided by these associations can be critical in the settlement process and, as a result, have been included within the Guide.

To facilitate the use, distribution and updating of the Guide, it will be posted as a link on the City's website in a downloadable PDF format. To enhance access and use of the Guide by all members of the community, it will be promoted by the City, the PAG and other community stakeholders. In addition, the contents and the listings of the guide are being incorporated into the Parks and Leisure Services departments' City Soup website (www.citysoup.ca), where the listings will be incorporated within that site's database of community services.

City Staff Survey

The City Staff Survey was not an activity proposed within the initial response to the City's Request for Proposals. However, after consultation with the Project Management Team and a review of the Heritage Canada proposal and its expected outcomes, PEERS recommended conducting a City Staff Survey. Similar to the other research conducted, the data and input collected from the survey will inform the development of the Strategy and Action Plan. Specifically, the intent of the survey was to provide information that will assist in identifying actions that the City should consider with respect to multiculturalism and diversity within the City's organization.

PEERS worked with the Project Management Team to determine the focus and purpose of the survey. The survey was structured to gather an understanding of staff:

1. perceptions regarding existing multicultural policies, practices and behaviours at the City and within Coquitlam;

2. knowledge and skills related to understanding and serving a culturally diverse community; and

3. training needs including content and format.

With the purpose established, the following steps were taken to develop, distribute and analyze the survey.

- Draft survey questions were developed by the PEERS consulting team and presented to the Project Management Team, the E-Team and Human Resources for input and revisions.

- The final survey was developed and distributed in an on-line format (Survey Monkey) as well as in a print version to expedite distribution, completion, and ease of response for all of the City's various staff groups.

- The City Staff Survey was conducted between June 18th and July 8th, 2009.

- Nadia Carvalho, Community Planner, distributed the electronic survey through internal email. The Team promoted the survey orally and with "handbills" encouraging completion. For staff working "off-site", print copies were taken to the sites and release time was given to allow for staff to complete the survey. Data through the print copies was entered into the Survey Monkey program by City staff.

- Respondents were asked to provide information in multiple choice, rating scale and open-ended narrative comment formats.

- Respondents were provided a brief background to the project as well as the multicultural Vision Statement and Goals developed during this phase of the project.

- Questions were divided into five sections including:
    - Multiculturalism Questions

- Individual Knowledge, skills and experience
- City wide knowledge, skills and experience
- Information and training
- Demographic data / participant profile data

- The survey maintained both confidentiality and anonymity of the respondents' participation and all participation and responses to the survey were entirely voluntary.

- Scale and multiple choice questions in the survey were analyzed for frequency and distribution and written responses to open-ended or narrative questions were compiled for each question, and common themes from these responses were developed through content analysis. The themes reflect both positive and negative perceptions/attitudes. A quantitative response summary is attached as **Appendix 6**. Responses within the summary are presented both as an overall percentage and a numerical count. Those questions with a narrative element are analyzed in the Survey Summary that follows this section.

- The survey question responses were also cross tabulated against the demographic information such as the categories of employment and departments to identify significant differences or variations in response by particular groups of employees or departments.

Limitations of the Survey

1. Completion of the survey by City staff was voluntary. Therefore, the survey may reflect the bias of those who chose to respond because they feel strongly about issues related to cultural diversity and multiculturalism. Additionally, there is an inherent bias of non-response, i.e. the views of those who did not respond may have been different or not represented by those who did respond to the survey.

2. The survey included several questions asking respondents to provide information based on a series of ranked choices; e.g. Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Dissatisfied. It should be recognized that Interpretations of such measures can be very individualized, and therefore, reflect variance in the data collected and the correlations drawn from the responses.

3. The response rates from Enforcement Staff (bylaw and animal control, building and plumbing inspectors etc.) was very low in comparison to those of the Inside Staff and the Outside Staff groups. As a result, the findings of the report may be more representative of the attitudes, opinions and experiences of the Inside and Outside Staff than those of the Enforcement Staff.

4. Response rates from Regular part-time staff was very low in comparison to those of Regular full-time, Auxiliary, and Temporary full-time staff. As a result the findings of the report may be more representative of the attitudes, opinions and experiences of the Regular full-time, Auxiliary, and Temporary full-time staff.

Survey Summary

The following summary provides a synthesis of the key information and data that arose from the survey analysis. The summary includes analysis of the overall responses from the City staff, but also comparison across staff groups where there were significant differences in the data and information expressed from one staff group to another. In contrast to the survey where the demographic information was collected at the end, here the demographic information is presented first in order to provide an understanding of the respondents. Each question is then analyzed in order as it appeared in the survey. Each question is presented above the analyses and highlights or key observations are presented in bold for each question.

Demographic Information

The City staff survey received a total of 220 responses and 202 surveys were completed (91.8%). Responses to the survey were collected from all employee levels within the City of Coquitlam with 74.3% of the responses coming from employees and 13.9% and 11.9% being provided by Supervisors and Managers respectively. 64.4 % of participants were Inside Workers, 32.7% were Outside Workers and 13% of participants were Enforcement staff (bylaw and animal control, building and plumbing inspectors etc.). The RCMP and Fire department were excluded from the survey, as it was determined that their work environments are significantly different and distinct from that of the City Corporation as a whole.

Participants to the survey represented five City departments. Response rates per department were as follows:

- Manager's / Deputy City Manager's Office 3.5 %
- Corporate Services 12.4%
- Leisure and Parks Services 47.0%
- Planning and Development 11.4%
- Engineering and Public Works 25.7%

Participants were also asked to identify their employment status with the City. 66.8% were Regular full-time, 3.5% were Regular part-time, 16.3% were Auxiliary and 13.4 were Temporary full-time. Survey participants were also asked to identify the length of time in which they had worked with the City. The largest portion of response came from employees who had been with the City for more than 10 years (32.2%), while 21.3% of participants were employed with the City from 3-5 years, 18.3% from 1-2 years, 14.4% from 6-10 years, and 13.9% less than one year.

Of note, 41.1% of respondents reside in Coquitlam, 65% of respondents within the Tri-Cities and no respondents stated living in Anmore or Belcarra.

Survey Questions and Analysis

1. The 2006 Census shows that almost 40% of Coquitlam residents were born outside of Canada. What do you think are the three largest immigrant groups in Coquitlam?

    1. China
    2. Philippines
    3. Iran
    4. Russia
    5. South Korea

Question 1 was designed as an introductory question to engage respondents and have them consider multiculturalism in the context of the community of Coquitlam. The majority of respondents (70+ percent) correctly identified China, South Korea and Iran as the three largest immigrant groups in Coquitlam. 31.9% of respondents identified the Philippines as one of the three largest immigrant groups, and only 10% identified Russia as one of the three.

While by no means conclusive, responses to this question does indicate that City staff have an awareness of the community's diverse cultural make-up and are aware of the most prominent ethnic groups within the community.

2. Considering the City of Coquitlam as an employer, and as a provider of customer service, how important is it for the organization to recognize multiculturalism in its policies and practices?

    - Not important
    - Somewhat important
    - Very important
    - Critically important

The majority (69.4%) of respondents stated that it was very important or critically important that the City of Coquitlam recognize multiculturalism in its policies and practices. 25% of respondents stated that it was somewhat important and only 6.9 % of respondents indicated that it was not important.

Respondents strongly indicated that multiculturalism should be recognized within the City's policies and practices.

3. Considering the work that you do and the department that you work in, how important is it to recognize multiculturalism in its policies and practices?

    - Not important
    - Somewhat important
    - Very important

- Critically important

Similar to the responses to Question 2, City staff also indicated that it was important in their work and within their department to recognize multiculturalism in policy and practice. 17.5 % indicated that it was critically important and 41.5 % indicated that it was very important. 27.8 percent stated that it was somewhat important and 13.2 % stated that it was not important.

In comparing Questions 2 and 3, respondents indicated a slightly higher level of importance when considering the issue of multiculturalism and related policies and practices when considering the City of Coquitlam as an employer, as opposed to within their individual roles.

However, when comparing the responses for Questions 2 and 3 across the staff groups and departments, some significant differences arise. In Question two, 53.9% of respondents from Engineering and Public Works indicate that it was very important or critically important and 13.5% indicated that it was not important, whereas 80% of employees from Leisure and Parks Services indicated that recognition of multiculturalism in policies and practices is very or critically important and only 2.1 % indicated that it was not important.

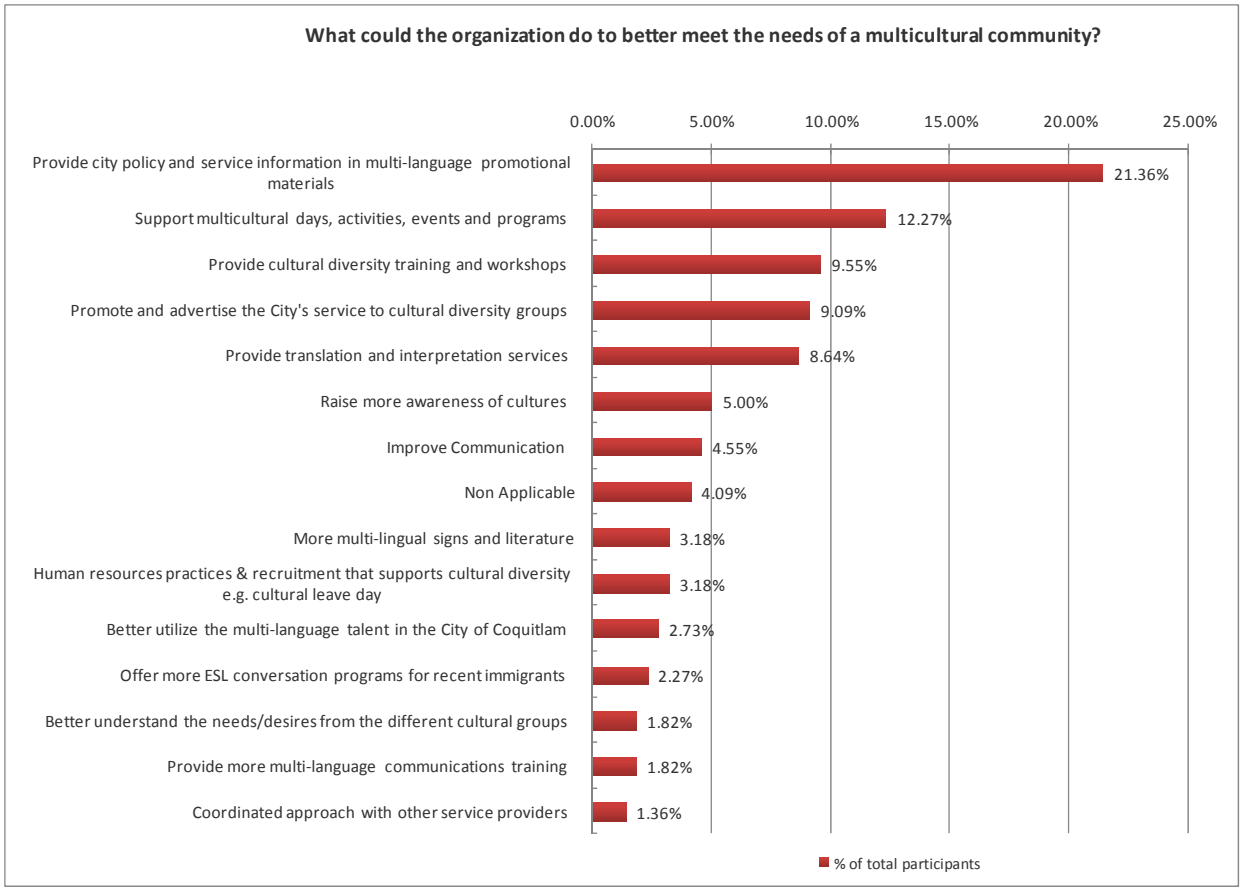
Although variance exists across staff groups and department, respondents indicated that it was important in their work and within their department to recognize multiculturalism in policy and practice.

4. Considering the work that you do and the department that you work in, what kinds of things could the organization do to better meet the needs of a multicultural community?

Survey respondents provided 230 individual responses to this question. The responses were analyzed for similarity and frequency and categorized into themes. These are presented in the Chart below.

Although many suggestions were made regarding the City better meeting the needs of community, responses indicate staff perceives a need for:

- ***City policy and service information in multi-language promotional materials,***
- ***Support for multicultural days, activities, events and programs, and***
- ***Cultural diversity training and workshops.***

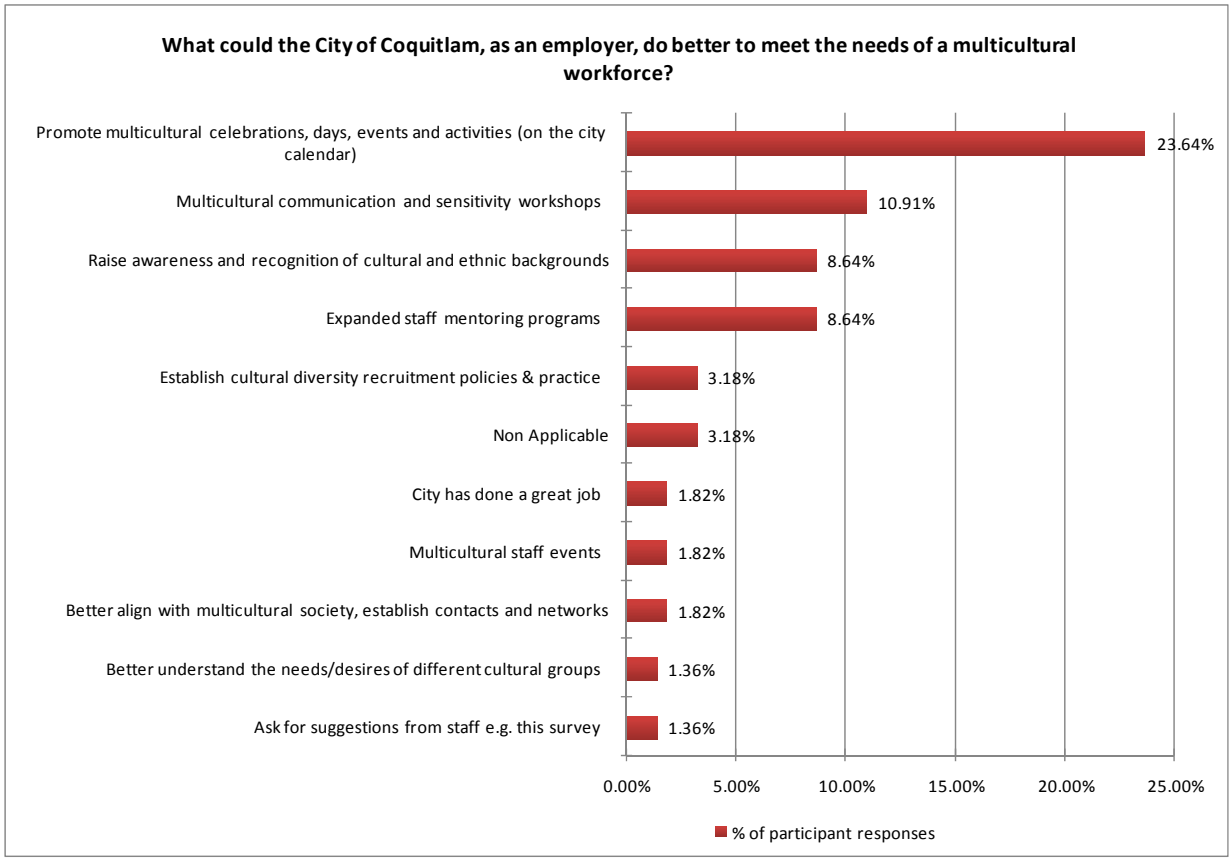


5. Considering the City of Coquitlam as an employer, what kinds of things could we do to better meet the needs of multi-cultural workforce? (e.g. mentoring, multi-cultural celebrations etc)

Survey respondents provided 184 individual responses to this question. The responses were analyzed for similarity and frequency and categorized into themes. These are presented in the chart below.

Although many suggestions were made how the City as an employer could better meet the needs of the multicultural community, responses indicate staff perceives a need for:

- ***additional multicultural celebrations, days and events,***
- ***multicultural communication and sensitivity workshops, and***
- ***raised awareness and recognition of cultural and ethnic backgrounds .***



6. Considering the City of Coquitlam as an employer, how important is it for the organization to recognize multiculturalism in its human resource practices e.g. recruitment and staffing, employee development and training, etc.?

   - Not important
   - Somewhat important
   - Very important
   - Critically important

The largest single response (41.3%) to this question was Somewhat Important; however, approximately 43% of the respondents indicated that it was either Very Important or Critically Important for the City of Coquitlam to recognize multiculturalism in its human resource practices. Although this is a significant portion of the staff responses, it is less than the "Very or Critically Important" responses provided in Questions two and three, where participants were asked to rank the importance of the issue in general policies and practices.

When the question was compared across departments and length of employment at the City, only about 10% of the staff indicated that it was not important to recognize multiculturalism in its human resource practices. Engineering and Public Works stood out from other departments with 19.2 % of the

respondents from that department indicating it was Not Important to recognize multiculturalism in its human resource practices.

A total of 84.3% of survey respondents responded that is was somewhat important, very important or critically important that the organization recognize multiculturalism in its human resource practices.

7. How satisfied are you that the City of Coquitlam provides an inclusive and welcoming environment for residents of diverse ethnic and cultural backgrounds?

   - Dissatisfied
   - Somewhat dissatisfied
   - Somewhat satisfied
   - Satisfied

Approximately 50% of respondents indicated that they are satisfied and 36% indicated they were somewhat satisfied that the City of Coquitlam provides an inclusive and welcoming environment for residents of diverse ethnic and cultural backgrounds. Only 13.9% indicated that they were dissatisfied or somewhat dissatisfied. When compared across staff groups by department, length of service and type of employment, there was very little overall difference in the ratings for this question with the exception of the Manager's / Deputy City Manager's Office. In this office, they reported no dissatisfaction with providing an inclusive and welcoming environment for residents of diverse ethnic and cultural backgrounds.

A total of 86% of respondents reported being satisfied or somewhat satisfied that the City provides an inclusive and welcoming environment for residents of diverse ethnic and cultural backgrounds.

8. How satisfied are you that the City of Coquitlam, as an employer, provides an inclusive and welcoming environment for employees of diverse ethnic and cultural backgrounds?

   - Dissatisfied
   - Somewhat dissatisfied
   - Somewhat satisfied
   - Satisfied

Similar to the responses to Question 7, few respondents (12%) indicated dissatisfaction with the City of Coquitlam, as an employer that provides an inclusive and welcoming environment for employees of diverse ethnic and cultural backgrounds. Also similar to Question 7, there is very little difference in satisfaction across departments or employee types. Overall 56.7% indicated that they were satisfied and 30.9% indicated that they were somewhat satisfied with the City of Coquitlam as an employer in providing an inclusive and welcoming environment for employees of diverse ethnic and cultural backgrounds. When compared against length of service, however, those who have been employed with

the City for more than 10 years indicated a much higher level of dissatisfaction with 16.9 percent of respondents indicating that they were somewhat dissatisfied with the City as an employer that provides an inclusive and welcoming environment for employees of diverse ethnic and cultural backgrounds. By comparison, other employees indicated a range of 6.8% to 11.6% dissatisfaction.

A total of 88% of respondents are satisfied or somewhat satisfied that the City provides a welcoming and inclusive environment for employees from diverse ethnic and cultural backgrounds.

9. In your work environment, how satisfied are you that people are culturally sensitive to one another in the following situations?

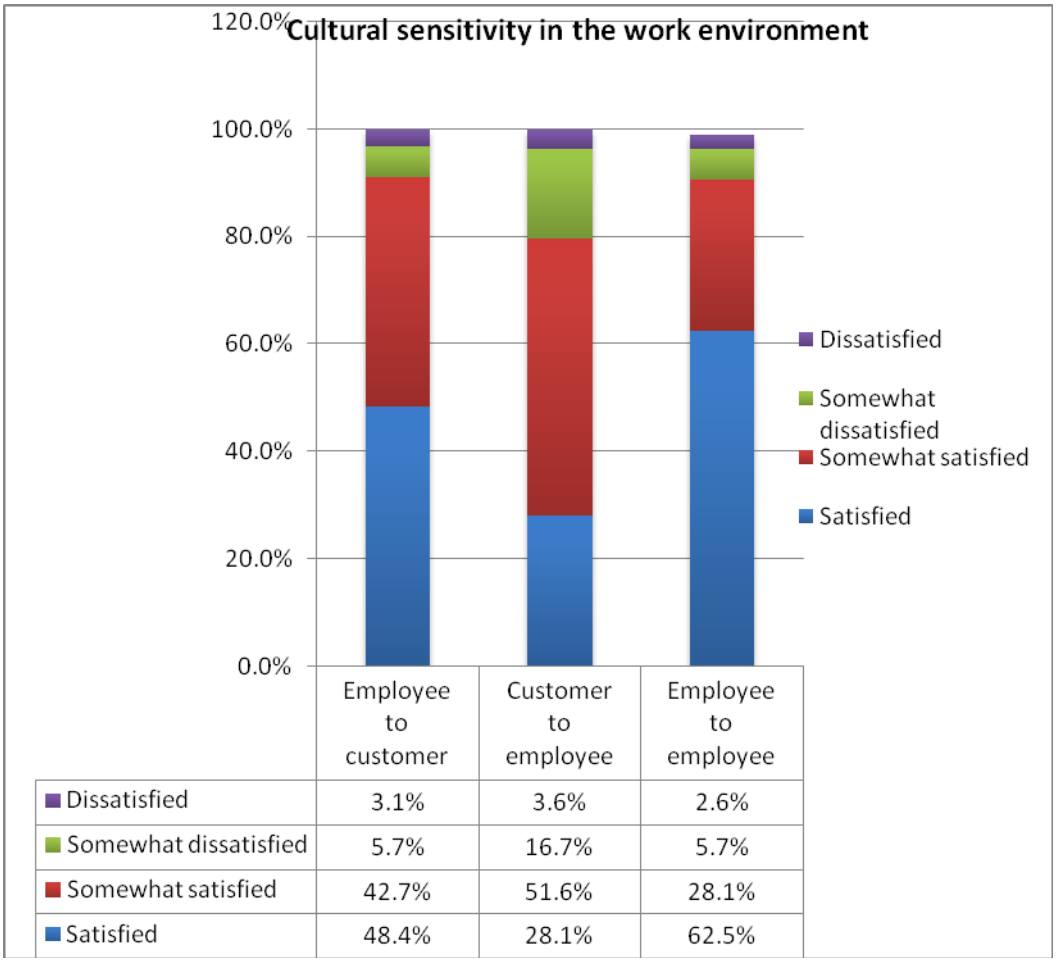
Employee to customer
- Dissatisfied
- Somewhat dissatisfied
- Somewhat satisfied
- Satisfied

Customer to employee
- Dissatisfied
- Somewhat dissatisfied
- Somewhat satisfied
- Satisfied

Employee to employee
- Dissatisfied
- Somewhat dissatisfied
- Somewhat satisfied
- Satisfied

Please provide your comments on any of the situations above:

When asked to rank how culturally sensitive City staff were with other employees, with customers, and how culturally sensitive customers were to them, City staff indicated a higher rate of satisfaction with employee to employee situations than with both employee to customers, or customers to employees. Overall satisfaction (including somewhat satisfied and satisfied) was comparable in situations between employees and between employees and customers. As shown in the chart below very little dissatisfaction was indicated, however, approximately 20% of responses indicated an overall dissatisfaction with cultural sensitivity between customers and employees.



	Employee to customer	Customer to employee	Employee to employee
Dissatisfied	3.1%	3.6%	2.6%
Somewhat dissatisfied	5.7%	16.7%	5.7%
Somewhat satisfied	42.7%	51.6%	28.1%
Satisfied	48.4%	28.1%	62.5%

When compared against employee type, Managers reported a much lower level of satisfaction in cultural sensitivity between employees (45.8%) than Supervisors and Employees who both reported 60.7% satisfaction. Managers and Supervisors also reported a significantly lower level of satisfaction than did employees in situations of employees dealing with customers. In this category, Employees indicated 50.7% satisfaction, Supervisors indicated 32.1% satisfaction and Managers indicated 20.8% satisfaction. Of note, both Managers and Supervisors indicated much higher levels of Somewhat Satisfied to this question (62.5% and 60.7%) than did employees (32%).

When responses were compared across length of service, again all categories indicated an overall high level of satisfaction with cultural sensitivity although employees with less than one year of service and those with more than 10 years of service both indicated over 10% dissatisfaction with employee to employee cultural sensitivity.

In comparing against staff groups and departments there is some variation in satisfaction with customers' cultural sensitivity to employees. Only 10.7% of Managers and 16.7% of Supervisors are satisfied that customers are culturally sensitive to employees as compared to the 30.7% satisfaction rate of employees. However, on average, over 45% of these employment types are somewhat satisfied with

the cultural sensitivity of customers to employees. Regular full-time staff and Regular part-time staff (21 – 29% overall dissatisfaction) also indicated a much higher overall dissatisfaction than did Auxiliary and Temporary full-time staff (9 – 15% overall dissatisfaction).

Also Enforcement staff reported a much higher percentage of dissatisfaction with 33% reporting that they were somewhat dissatisfied with cultural sensitivity of customers to employees compared to an average 17.5% combined response of dissatisfied or somewhat dissatisfied by response from Inside and Outside Workers.

Respondents are much more satisfied that staff are culturally sensitive to one another and to customers than they are with customer sensitivity to employees. In all situations, employee to employee, employee to customer, and customer to employee a significant portion of City Staff (78% - 91%) are Satisfied or Somewhat Satisfied with cultural sensitivity.

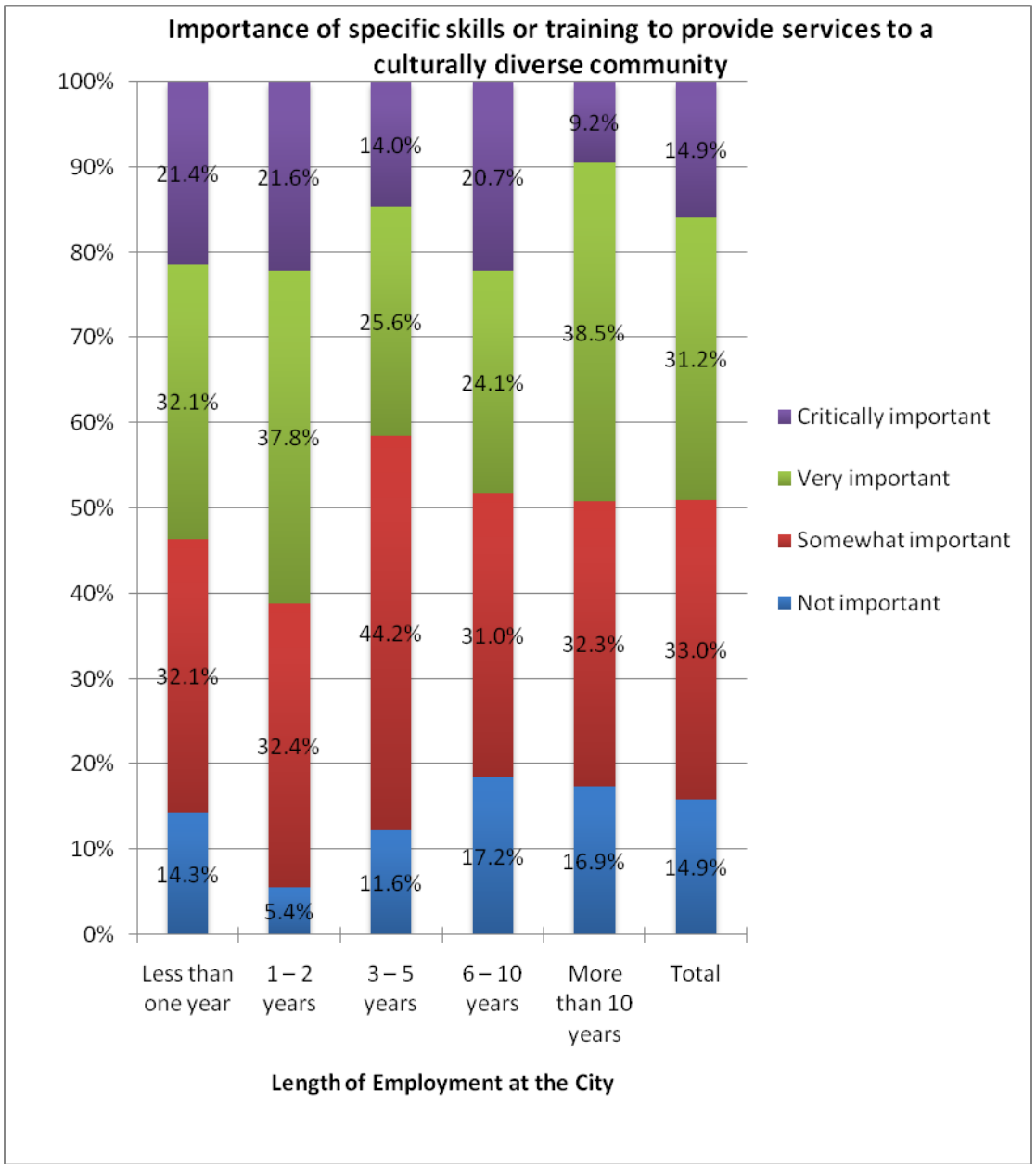
10. In your role, how important is it to have specific skills or training (in areas such as intercultural communication or diversity awareness etc.) to provide services to a culturally diverse community?

    - Not important
    - Somewhat important
    - Very important
    - Critically important

When asked how important is it to have specific skills or training (in areas such as intercultural communication or diversity awareness, etc.) to provide services to a culturally diverse community, 15.8% of respondents indicated it Critically Important, 33.2% Very Important, 35.1% Somewhat Important and the remaining 15.8% indicated it was Not Important. 44.7% of employees stressed the importance (Very Important and Critically Important) of specific training or skills in this area compared to 60.8% of Supervisors and 58.3% of Managers.

Staff from Leisure and Parks indicated the highest response of "Critically Important" responses with 22% followed by Planning and Development with 17.9%. Overall, Engineering and Public Works saw training and specific skills in this area as the least important by department with 23.1% of responses indicating it was Not Important and comparatively lower indications of Importance (26.9%) and Critical Importance (7.7%).

When compared against staff length of service with the City, only 9.2% of those employees with more than 10 years employment rated training and specific skills as Critically Important. While across all employments terms it was rated of critical importance by an average of 15% of the respondents. Newer staff (less than one year and 1 – 2 years employment) rated specific skills and training of higher importance than staff who have been with the City three years or greater.



In addition, full time staff have different perspectives on the importance of specific skills and training than those of Auxiliary or Part-time staff who respectively assigned 30.3% and 28.6% critical importance compared to 11.1% and 12.6% from regular and temporary full-time staff. Similarly, full-time staff indicated that specific skills and training were Not Important 18.5% (regular) and 15.6% (temporary) compared to only 3% of responses from Auxiliary employees and no responses of Not Important from part-time employees.

Although variances exists across employment type and length of employment, 84% of respondents stated that it is somewhat important, very important or critically important to have specific skills or training to provide services to a culturally diverse community.

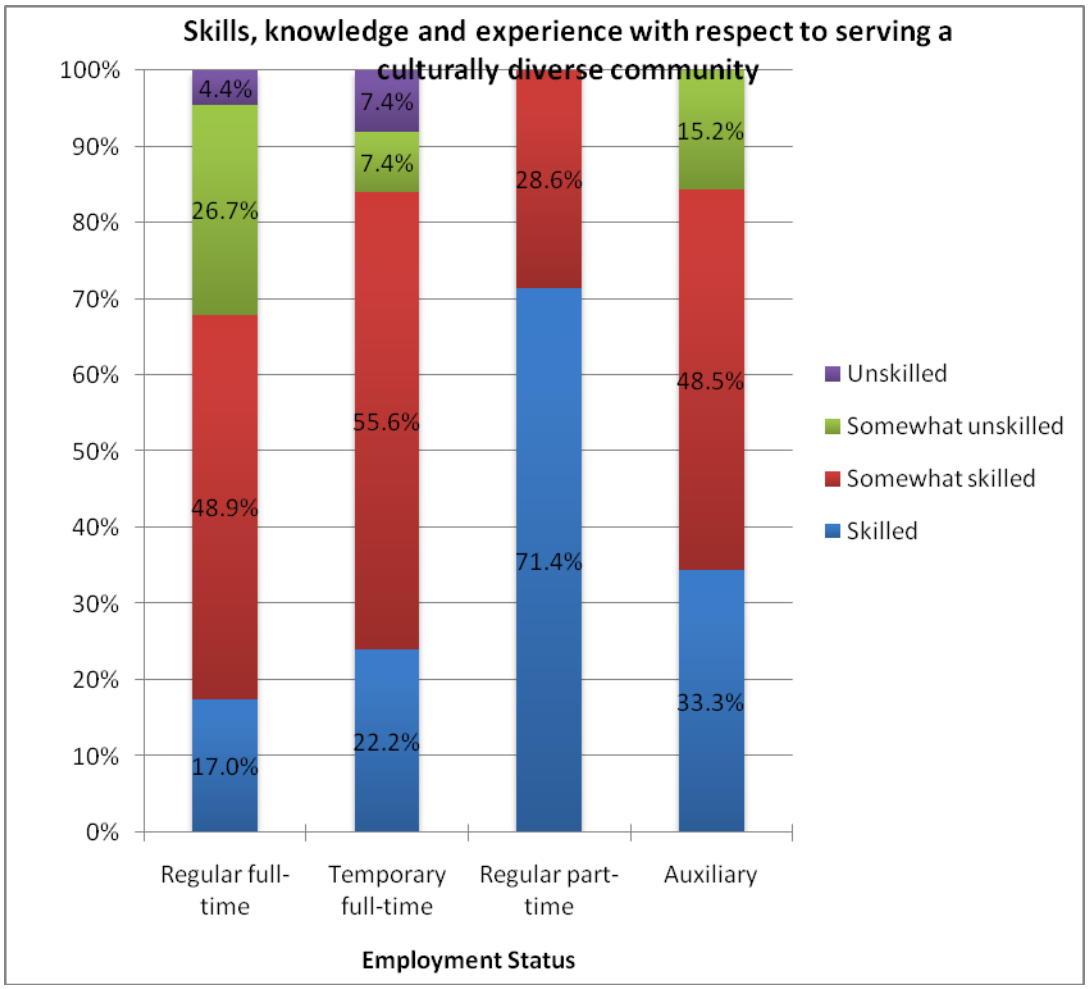
11. How do you rate your skills, knowledge and experience with respect to serving a culturally diverse community?

    - Unskilled
    - Somewhat unskilled
    - Somewhat skilled
    - Skilled

When asked to rate their skills, knowledge and experience with respect to serving a culturally diverse community,

- 23.4% rated themselves as Skilled,
- 49.3% as Somewhat Skilled,
- 22.4% as Somewhat Unskilled, and
- 5% as Unskilled.

Managers (33.3%) and Supervisors (35.7%) reported higher combined rates of Somewhat Unskilled and Unskilled than did employees (22%). Whereas when compared against length of employment with the City, those that had worked with the City either less than one year or greater than 10 years indicated the highest rates of combined Somewhat Unskilled and Unskilled – 25% and 40% respectively. In contrast 42% of staff who had worked with the City for 1-2 years rated themselves as Skilled with respect to serving a culturally diverse community. As demonstrated in the chart below there were also significant differences amongst full-time, part-time and auxiliary employees, and how they rated their skills in serving a culturally diverse community.



Although variances exists across employment type and length of employment, 73% of respondents stated that they were either Somewhat Skilled or Skilled with respect to serving a culturally diverse community.

12. How important is it for City employees in general to have specific skills or training to work effectively within a culturally diverse workforce?

    - Not important
    - Somewhat important
    - Very important
    - Critically important

The majority of City employees (57.9%) indicated that it is Very Important or Critically Important for employees to have specific skills or training to work effectively within a culturally diverse workforce. 35.1% of respondents saw it as Somewhat Important and the remaining 7.1% of respondents saw it as

Unimportant. While this indicates a high importance placed on skills and training needed to work in a multicultural environment, it is also interesting to note that respondents placed a higher (approximately 10% higher) importance on having the skills and training to work effectively within a diverse workforce than to provide services to a culturally diverse community (Question 10).

93% of respondents saw that having specific skills or training to work effectively within a culturally diverse workforce was important.

13. How do you rate your skills, knowledge and experience working within a multicultural workforce?

- Unskilled
- Somewhat unskilled
- Somewhat skilled
- Skilled

Of the 196 respondents to this question, 24% ranked themselves as Skilled in knowledge and experience working within a multicultural workforce. The majority of respondents (51.5%) saw themselves as Somewhat Skilled and 20.4% and 4.1% saw themselves as Somewhat Unskilled and Unskilled respectively.

Responses from Managers, Supervisors and Employees were similar across the ranked categories, although no Managers rated themselves as Unskilled but they did represent the largest employment group who rated themselves as Somewhat Unskilled (33.3%)

When results are cross-tabulated against length of employment, however, a significant difference is evident. City staff (at all levels) who have worked for the City for more than six years rate themselves Unskilled and Somewhat Unskilled with a much higher frequency than those who have worked for the City for less than six years. Over 20% of staff who have worked for the City from 6-10 years rated themselves as Unskilled or Somewhat Unskilled, and over 38% of staff who have worked for the City for more than 10 years rated themselves as Unskilled or Somewhat Unskilled. In contrast only 13% of those who had worked with the City for three to five years rated themselves as Unskilled or Somewhat Unskilled. Of interest, no respondents who had worked for the City for less than 1 year rated themselves Unskilled with respect to knowledge and experience working within a multicultural workforce.

75.5% or respondents see their skills, knowledge and experience working within a multicultural workforce as either Somewhat Skilled or Skilled.

14. What type of training or information with respect to multiculturalism would you like to receive? Please mark all that apply.

- Cross-cultural communication skills training
- Demographic / statistical information
- Newcomer recruitment, hiring and retention practices
- Information about other multicultural activities and best practices from other cities
- Other, please specify:
- None

What type of training or information with respect to multiculturalism would you like to receive? Please mark all that apply.		
	Response Percentage	**Response Count**
Cross-cultural communication skills training	56.5%	105
Demographic / statistical information	27.4%	51
Newcomer recruitment, hiring and retention practices	17.2%	32
Information about other multicultural activities and best practices from other cities	57.0%	106
None	12.4%	23
Other, please specify	5.4%	10

When asked about training that City staff would like to receive related to multiculturalism, information on other multicultural activities and best practices from other cities (57%) and cross cultural communication skills training (56.5%) ranked highest. 27% of respondents identified that they would like to receive demographic and statistical information, 17% stated an interest in recruitment, hiring and retention practices for newcomers.

The "Other" responses were highly individualized and, in some cases, focused on increased participation in cultural events and celebrations.

Responses across staff groups for this question demonstrated no significant differences.

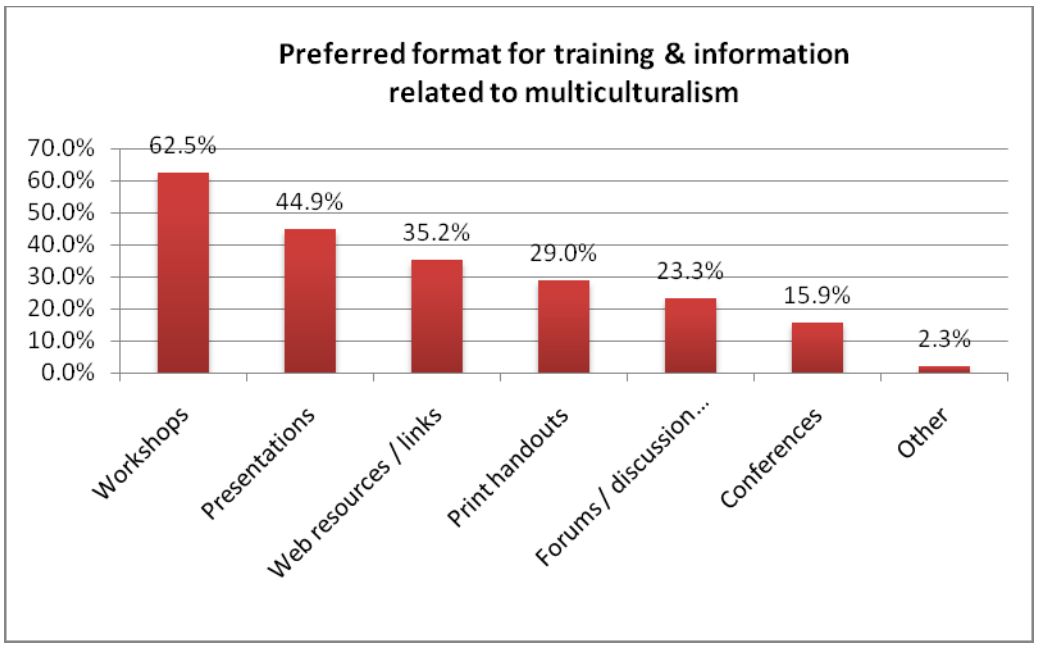
Over 55% of the survey respondents indicate that the staff would like both:

- ***cross-cultural communication skills training, and***
- ***information about other multicultural activities and best practices from other cities.***

15. In what format would you like to receive training / information? Please mark all that apply.

- Workshops
- Presentations
- Print handouts
- Web resources / links
- Forums / discussion groups
- Conferences
- Other, please list:

City staff stated a significant preference for receiving information and training on subjects related to multiculturalism through workshops and presentations. Nevertheless, many respondents (35%) also stated a desire for training and information through web resources and links. There were no significant differences among staff groups to these responses and, therefore, the overall preferences indicated in the Chart below can be applied to the City staff as a whole.



Survey respondents demonstrated a significant preference for training and information to be delivered in Workshop or Presentation formats.

16. Do you have any additional comments related to multiculturalism within the City of Coquitlam or your role at the City?

In total 22 participants responded to this final narrative question. The responses provide a considerable variation in opinions and ideas related to multiculturalism within the City of Coquitlam. Despite the variation a few representative, and some contradictory, themes emerged.

1. **Training and education related to multiculturalism would benefit staff:** a number of answers explicitly endorsed increasing the City's training and education offerings related to the subject and felt that it would improve relations among staff and with customers.
2. **Questionable use of resources:** A number of respondents expressed concern that initiatives founded on multiculturalism would be a poor use of the City's resources and / or a cause for concern given the current economic condition.
3. **Support for multilingual publications and translations:** The most frequently cited issue within the responses to this question was the barrier of communication and English language skills. A significant number of responses identified challenges among City staff in communicating effectively with non-English speaking residents. Many respondents stated a need to increase the number translated City documents and signs.
4. **Cultural differences cause difficulties for staff:** A number of responses provided examples of circumstances or incidents where the behaviour or cultural attributes of an individual were difficult for City staff to address or, in some cases, where City staff felt that they were not treated well by residents of other cultures.
5. **Customer service is difficult across cultures:** A number of responses indicated difficulty in a customer service role / relationship, particularly when language and communication barriers exist.

Next Steps

As outlined within the original Request for Proposals, the Phase 1 and Phase 2 findings will inform the development of Phase 3 – Strategy and Action Plan Development. The plan will identify specific objectives and activities as well as detailed implementation plans and timelines. In keeping with the Vision and the Goals established by the City Project Management Group and the community stakeholders, the plan will identify community partners and organizations to work with the City in the achievement of its plan.

To develop the plan, the consultants will work with Project Management Team, the Project Advisory Group and the Multicultural Advisory Committee through a strategic planning process to the development of an initial Strategy and Action Plan.

In addition to the development of the Strategy and Action Plan, the consultants will dedicate time in Phase 3 to the development of a Monitoring and Evaluation Plan.

Phase 3 work will begin in July 2009 and complete in November 2009.

Appendix 1 - Project Advisory Group

Name and Agency Represented	Sector
Chris Friesen Immigrant Services Society of BC	Settlement and Integration
Kelly Ng / Nilpar Honarvar Family & Youth Services S.U.C.C.E.S.S.	Settlement and Integration
Dan Bibby Ministry of Children and Family Development	Children, Youth and Families
Susan Foster Tri-Cities Early Childhood Development	Children, Youth and Families
Gina Horteleno Share Family and Community Services Society	Children, Youth and Families
Carol Metz Murray / Sandra Santofimio Tri-Cities Women's Resource Society	Women' Services
Rhian Piprell Coquitlam Public Library	Public Library
Denise Fargey Health Promotion and Prevention Fraser Health Authority	Public Health
Barrie Seaton / Suzette McFaul / Rhonda Doug Tri-Cities Chamber of Commerce	Business
Bob Cowin Douglas College	Education
Bob McConkey The Training Group, Douglas College	Education
Julie Pearce School District #43	Education
Alison Whitmore Continuing Education, Coquitlam School District #43	Education
Julie Rioux Tri-Cities Literacy Table	Literacy
Peter Lepine Coquitlam RCMP	Police
Andy Shen **Ebby Mohseni** **Frank Lee** Multiculturalism Advisory Committee Representatives	Residents

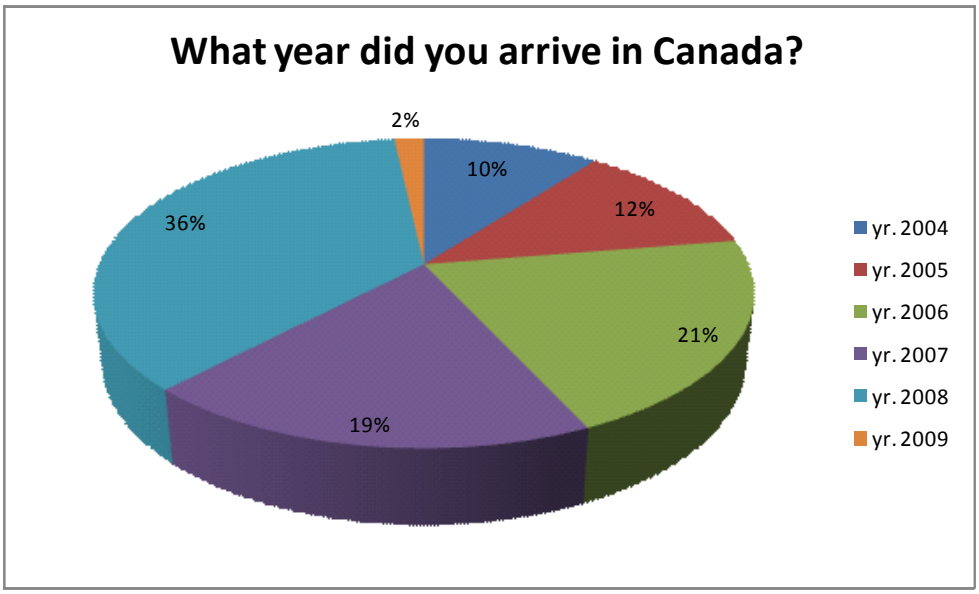
Appendix 2: Focus Group Summary

Participant Profile

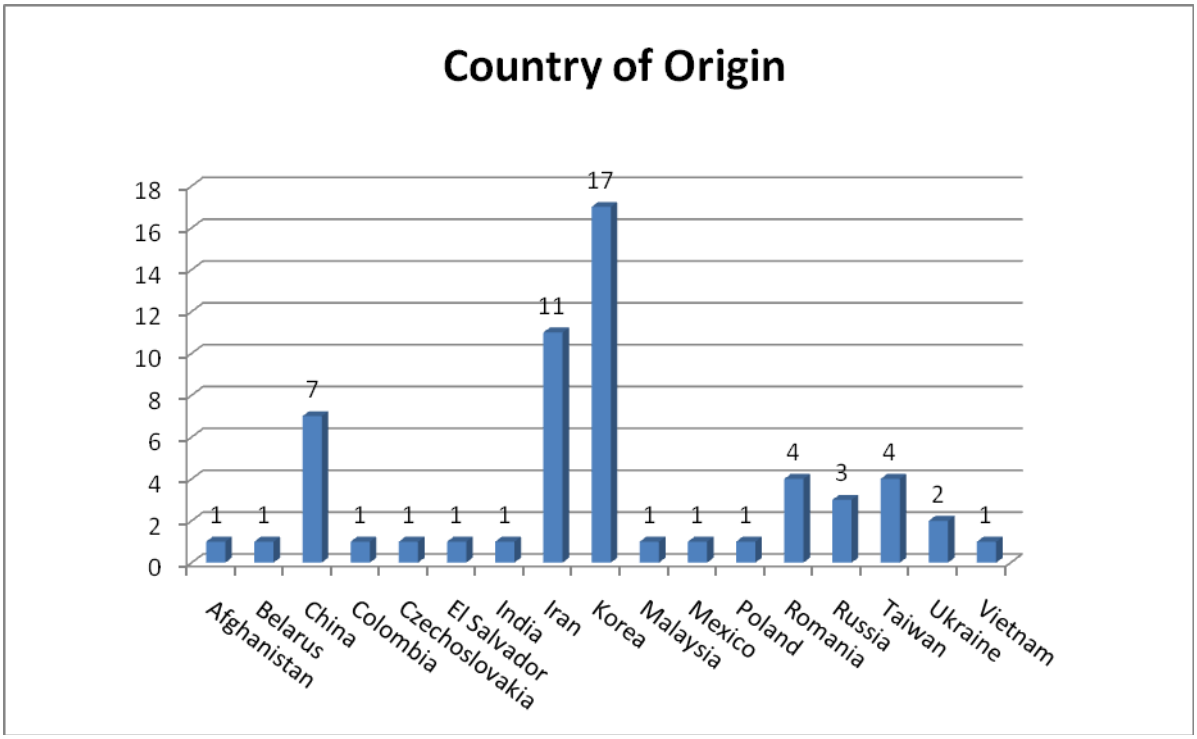
In total, 58 participants took part in the Phase 2 Focus Groups. 67% (39) of the participants were female and 33% (19) were male. Participants ranged in age from 18 to over 65, with the majority of the respondents aged between 31 – 40 years (24) and 41 – 50 years (18).

41 of the 58 participants lived in Coquitlam, while 10 participants lived in Port Moody, 4 lived in Port Coquitlam and 3 lived in Burnaby. Of those living in the Tri-Cities, 24 participants reported that they had lived there for one year or less, 12 reported that they had lived in the Tri-Cities for 1-2 years, and 13 reported that they had lived there for 2 - 3 years. Only six participants reported that they had lived in the Tri-Cities for 4 or more years.

All but one of the participants indicated that they were landed immigrants, with the one exception reporting as a Canadian Citizen. All of the participants were recent immigrants (since 2004) and many indicated that they had been in Canada for less than two years.



The participants represented 16 different countries of origin, with the three largest countries of origin being Korea, Iran and China. The full listings of the countries of origin can be found in the table on the next page. The participants reported speaking a total of 23 languages. Of note, only 18 respondents cited English as one of their spoken languages, however, as the focus groups were conducted within adult English classes this under represents the participants' use of English, and can likely be attributed to a misunderstanding of the question.



Focus Group Questions

1. Why did you choose to live in Coquitlam / the Tri-Cities?

The majority of participants indicated that the main reason for choosing to live in Coquitlam / the Tri-Cities was the presence of friends and / or family already living in the area. Other responses included the environment / scenery and nature as well as the family atmosphere of Coquitlam, and a few participants indicated the affordable cost of housing / rent compared to other areas of the Lower Mainland. One respondent noted the availability of middle schools was a key element in their decision to settle in Coquitlam, and this was acknowledged agreeably by other participants in the group.

2. Who helped you settle in Coquitlam?

In discussing their settlement into Coquitlam, again participants identified friends and family as their key resource. 11 participants cited S.U.C.C.E.S.S. as having provided them with settlement assistance, and 19 participants noted the receipt of an information package at the airport (a program provided by S.U.C.C.E.S.S., the Community Airport Newcomers Network or CANN). One participant indicated that she had received information in her home country prior to immigrating, and a few identified the internet as a source of information that they used for settlement related research.

Other individual answers included the church (2 responses), Immigrant Services Society of BC (1), Douglas College's Working Solutions Program (2), and BC Housing.

3. Did you get help from any agencies?

    a) If so, what agencies?

    b) If so, what services did you use?

Participants had addressed this question in the discussion raised in Question 2, and had nothing to add here.

4. How did you find information about living in Coquitlam when you first arrived?

Most participants (30) cited friends and family as their source of information when they first arrived. Unlike earlier questions, however, many participants (18) also reported using the internet to find information. Participants in the 1st focus group noted that community information on the internet is typically English, and therefore can be quite limiting in the early days. 10 participants noted the library as a source of community information in the early days after arrival, and again several participants noted the airport information package distributed by S.UC.C.E.S.S.

5. When you first came to Coquitlam, what information or assistance helped you the most?

When asked to list the most helpful information the participants listed the following:

f. School system – both for children and adults
g. Family doctor
h. Shopping
i. Driving
j. Employment

6. What information did you need first?

Participants stated that the information that they required first included:

- Social Insurance Number
- Banking
- Housing and Utilities
- Medical / Family Doctor
- "Relevant" employment and occupational information

Participants also raised the need for time and information that could help them settle in and relax in their new environment, and some noted that the best source of information about the community has been their ELSA classes.

7. How do you find information now?

While many participants had no response for this question some participants indicated that they use the internet, and others, the library. One participant indicated that they use the Community Newspapers as sources of information.

8. In the process of "settling", what was easy?

When asked about the ease of their settlement experience in Coquitlam and the Tri-Cities, again there was very limited response. One respondent replied "Nothing" was easy, while another felt that access to services was easy and that help was already in place. One participant replied "that registering children for school" was easy to which her group provided general acknowledgement.

9. In the process of "settling", what was difficult?

Participants in all three focus groups were more able to articulate what was difficult for them in the settlement process and they identified the following as difficulties or hindrances to settling in Coquitlam and the Tri-Cities:

- Connecting to basic services / utilities
- Finding a job (13 responses)
- Communication with government and businesses
- Reporting and forms – e.g. accident report with ICBC
- City Information regarding recycling
- Waitlists for ELSA classes (avg. 2 – 5 months depending on the class level and location)
- English language
- Understanding Canadian culture

10. What assistance do you need now?

The focus group participants had numerous suggestions for what could assist them settle and better integrate into Coquitlam and the Tri-Cities. Their responses, listed below, have been categorized into 4 themes: 1. Better information, 2. Employment Information and Assistance, 3. Access to English language studies, and 4. Personal supports.

Better information

- City / corporate information translated into main languages
- 1st week settlement program – what to do in the 1st week
- If not translated materials, at least simple language
- Community information package
- Better materials at the airport

Employment Information and Assistance

- Job search / employment assistance (6 responses)
- Employment information / assistance
- Professional / Occupational information
- Faster skill development opportunities towards employment

Access to English language studies

- Occupational language training e.g. English for engineers
- More daytime ELSA programs

Personal supports

- More access to longer-term or full-time daycare
- Limited housing

11. What advice would you give a new immigrant coming to live in Coquitlam?

Similar to the previous question, the participants provided numerous responses and suggestions as to how they would advise a newcomer to Coquitlam. These included a strong sense of openness about Coquitlam as a family place and that it is important to reach out to people in your community. Again participants shared a strong need to provide information about employment programs and employment assistance, and the Douglas College Working Solutions program was cited as a good example. In addition, the participants felt it was important to share community information such as how to register for school and English classes, how to get a driver's license, and what you need to know about wildlife, and in particular, bears in Coquitlam.

A number of the participants also discussed the importance of doing research before immigrants leave their home country so that they are adequately prepared for the transition to Coquitlam and the Tri-Cities.

12. Do you feel that you are accepted, welcome and "belong" in Coquitlam?

Responses to this question were notably mixed amongst the participants. Several participants noted that they did feel welcome, with some indicating after a period of time (1 – 3 years), and others indicating that they felt they belonged almost immediately. However, several participants stated that they do not, or do not yet, feel welcome or "belong" in Coquitlam. Of those who responded that it took time to feel welcome, they shared that finding a job and / or establishing their business was critical to feeling a sense of belonging.

a) What has made you feel welcome?

Only a few participants responded to this question, however, there was a general agreement from participants that part of what made them feel welcome was the number of people from the same ethnicity and / or immigrants from their home country living within Coquitlam and the Tri-Cities. Others felt that overall Coquitlam and the Tri-Cities are generally welcoming and characterized the residents as very patient and welcoming. One participant stated that the quality of the water made Coquitlam stand out.

b) What has made you feel unwelcome?

A few individuals shared personal experiences of unwelcoming or suspicious neighbours, however, most participants responded to the question from a broader perspective. The following responses were shared and discussed within each of the focus groups:

- Lack of information
  iv. re: emergency or health issues
  v. local driving rules and practices
  vi. how to solve problems (business, legal, etc.) when they arise
- Language and communication is a barrier
- Lack of understanding and information regarding Canadian culture
- Not having a job makes me feel unwelcome – participants discussed employment as a means to be fully integrated into society, and that without employment, they continue to feel like an outsider.

13. What are five things you like about Coquitlam?

Responses to this question were various and individualized, although the overall sense was enthusiastic and reflected a sense that Coquitlam and the Tri-Cities are good places to live. The most frequent response was that the parks, lakes, and outdoor environment of Coquitlam were thoroughly appreciated. The responses included:

- Nature / Parks and lakes / the outdoors
- Family atmosphere
- Middle schools
- Shopping (Coquitlam Centre)
- Safety / safe place to live
- ELSA classes
- Ethnic Communities (Korean)
- Education
- Plans for SkyTrain
- Not Crowded
- Transportation availability
- Drivers are so polite
- Quiet

14. What are five things you would you like to change in Coquitlam?

Responses to this question were also various, although each group identified the importance of improved transportation systems, access to bus routes and the need for a Coquitlam Skytrain route. Also considerable attention was given to increasing information and services for newcomers, as well as the provision of volunteer, employment and education services for new immigrants. The responses included:

Transportation

- Expanded Sky Train / Highway
- Better transportation (Sky Train access & more bus routes and frequency)
- Improved transportation (Sky Train)

Information provision

- How immigrants find information about programs and services

Volunteer opportunities

- Increased Volunteer Opportunities for newcomers
- Volunteer mentors for newcomers

Employment and education services

- Increased job opportunities
- Higher level ELSA programs
- More daycare to support adult students attending Univ. or College

Other

- Stop building high rises
- More festivals, community celebrations
- The closing time at the mall
- More human / wildlife safety information

Appendix 3: Terms of Reference

Project Advisory Group
Multiculturalism Strategic Plan

Purpose and Role:

The purpose and role of the Project Advisory Group will be as follows:

- Serve as representatives of those who work to make Coquitlam a welcoming and inclusive community;
- Represent the needs of newcomers and long-term residents;
- Review, comment and advise on project deliverables over the course of the development of the Multiculturalism Strategic Plan;
- Provide input and perspective on how to make Coquitlam more welcoming, inclusive and better prepared to address increasing diversity.

Representation:

The Project Advisory Group shall reflect the diversity of interests in making Coquitlam more welcoming, inclusive and capable of addressing increased diversity:

- Immigrant settlement and integration (2);
- Children, youth and families (3);
- Women (1);
- Public Library (1);
- Public Health (1);
- Business (1);
- Education (4);
- Literacy (1);
- Police (1);
- City (2);
- Residents (2).

The members representing each of these groups will be invited to participate and will be appointed by Council.

Meeting Dates and Times:

- Project Advisory Group meetings will take place up to four (4) times during the course of the Multiculturalism Strategic Plan development period of approximately one year.
- Meeting dates and times of the Public Advisory Committee will be confirmed at the "start-up meeting" and modified as necessary during the process.

Terms of Appointment:

- Term of membership on the Project Advisory Group will coincide with the length of the Multiculturalism Strategic Plan development time period.
- If a member of the Project Advisory Group is required to end their participation, a new member representing the same stakeholder group will be recommended to and appointed by Council.

Frequency and Method of Input:

The PAG will give input into the development of the Multiculturalism Strategic Plan at key points in the process:

- Review of Phase 1: Taking Stock report and vision development;
- Development and review of goals and principles;
- Development of strategic actions;
- Review of proposed strategic plan.

Procedures:

- The meetings of the Project Advisory Group will be open to the public. The public will have an opportunity to ask questions at the end of each meeting.
- Meetings will be facilitated by City of Coquitlam staff and the PEERS consulting team.
- Meeting notes for each meeting will be recorded by City staff and will be available on the City's website or by request.
- Input from the Project Advisory Group will be made available to Council who has final authority on policies and strategic action plans . While efforts will be made to reach agreement on and resolution of issues that are raised throughout the process, differing positions/perspectives between Project Advisory Group and staff will be recognized and respected.

Appendix 4: Key Themes and Findings – Phase 1 Taking Stock Final Report

City of Coquitlam Multiculturalism Strategy and Action Plan

Phase 1 – "Taking Stock" Final Report

Key themes and Findings

Vision and a Plan

1. The City of Coquitlam has demonstrated some leadership in, and its awareness of the importance of, Multiculturalism. To solidify this role it requires a sustainable plan with a defined role and approach to multiculturalism and immigrant integration into the community. Establish both a short and long-term action plan.

2. Other cities / municipalities have recognized the value of diversity / multiculturalism and created a Vision and Value Statement Concerning Immigrants and Refugees.

Population growth and complexity

3. The complexity of the Tri-Cities' municipal structure and regional boundaries – it is impossible to isolate Coquitlam when considering multiculturalism and the integration of immigrants into the Tri-Cities.

4. 39.4% of Coquitlam's population is foreign born. Demographics show that Coquitlam will likely continue to see a steady rate of new immigrant residents. Perhaps most importantly, 40% of Coquitlam's immigrant population is classified as "new immigrant"—those having arrived within the last 10 years.

5. The refugee population of Coquitlam is growing - Between January 2003 and December 2006, the Tri-Cities welcomed 376 Government Assisted Refugees (GARs) or 12% of all GARs to BC. This made the Tri-Cities the fourth largest recipient of refugees in the province. From 2003 to 2007, most of the GARs to the Tri-Cities arrived from Afghanistan and Iran.

Collaboration is essential

6. Community wide collaboration and service provision is critical in order to enhance the settlement and employment needs of immigrants, but also to establish to address the full range of practices and supports required to truly become inclusive workplaces, neighbourhoods and communities. The City's and (former) Mayor Wilson's support of diversity and multiculturalism issues was noted as having been key to raising awareness and encouraging collaborative efforts.

7. Collaboration should include a broad-base of stakeholders and create opportunities for engagement of the whole community. For example the Burnaby Intercultural, Planning Table, North Shore Welcoming Action Committee and TRIEC all include a wide range of members / organizations including: government, employers, service agencies, public and community institutions, etc.

8. The BC and federal Governments have recently brought forward support for broad-based community initiatives aimed specifically at enhancing community inclusiveness, understanding multiculturalism and raising awareness of diversity. Therefore, the opportunity exists to "tie-in" with other community-based initiatives.

Better resources, training and information is required

9. Create better sources of information and resources and increase awareness of existing information and services. The development of community resources was mentioned by many as critical.

10. Provide training and resources to increase awareness of issues related to multiculturalism and diversity (particularly within City staff).

11. As a result of the growing immigrant and refugee populations, the issues related to multiculturalism and diversity have become more complex and the need for first language supports in multiple languages and a wider range of programs and services has emerged. Stakeholders identified the need for additional funding to provide first language supports.

12. Increase access to and availability of services that help immigrants gain access to the labour market more efficiently and effectively.

13. There is a need for more training for service providers in order to increase their capacity to design, develop and deliver services and programs that meet the needs of the diverse residents of Coquitlam. More training is required to increase awareness of the issues related to multiculturalism, diversity and successful settlement and integration and to enhance cross-cultural communication and understanding.

Awareness and promotion – community engagement

14. Other cities / municipalities take an active role in sponsoring and organizing annual (or ongoing) events such as World Refugee Day (June 20), or the International Day To Eliminate Racial Discrimination (March 21st). Actively promote inclusive civic participation and a variety of community-based forums, speaking events and focus groups aimed at engaging several sectors of the community.

15. Maintain both an external (communication, education, and awareness) and an internal (staff resources, training, recruitment) focus. Many of the stakeholders consulted noted the lack of ethnic diversity on City Council and on other community and business councils and boards and within the RCMP.

16. Although nearly 40% of Coquitlam's population is immigrant, some stakeholders stated that Coquitlam is not seen as being a multicultural or a culturally diverse community. Many stated the need to do a better job of promoting and celebrating the community's cultural diversity.

Appendix 5: Summary of Visioning Exercise

City of Coquitlam Multiculturalism Strategy and Action Plan

City Vision for Multiculturalism and Diversity

1. What are the key elements or concepts that need to be included in the City of Coquitlam's Vision of Multiculturalism and Diversity?

	Group 1	Group 2	Group 3	Group 4
1	Openness - Listen to the Community	Interculturalism	Sharing – whole community	Welcoming – feel accepted
2	Communication and Understanding	Openness to possibilities	Transparent Access Points	Coordination and collaboration - no duplication - maximize resources (facilities, financial, people, resources)
3	Sustainability and consistency in awareness	Opening up opportunities	Clarity – Common awareness and access to resources	Dynamic – changes in people but perspective can remain welcoming
4	Proactive to the needs (services of the community(s)	Looks Welcoming	Connected Resources	Broad-based community plan: both city and general population * neighbours know each other
5	Inclusiveness – Include everyone – provide recognition to various groups		Celebrating out-loud	Inclusive

Draft Vision Statement:

Appendix 6: Survey Quantitative Response Summary

Coquitlam Multiculturalism Strategic Plan - Staff Survey

Multiculturalism Questions

Question 1

The 2006 Census shows that almost 40% of Coquitlam residents were born outside of Canada. In the last decade, the majority of new immigrants to Coquitlam have come from which three countries? Check three.		
Answer Options	Response Percent	Response Count
China	86.2%	181
Russia	10.5%	22
Philippines	31.9%	67
South Korea	81.9%	172
Iran	71.0%	149
	answered question	210
	skipped question	10

Question 2

Considering the City of Coquitlam as an employer, and as a provider of customer service, how important is it for the organization to recognize multiculturalism in its policies and practices?		
Answer Options	Response Percent	Response Count
Not important	6.6%	14
Somewhat important	25.0%	53
Very important	48.1%	102
Critically important	20.3%	43
	answered question	212
	skipped question	8

Question 3

Considering the work that you do and the department that you work in, how important is it to recognize multiculturalism in its policies and practices?		
Answer Options	Response Percent	Response Count
Not important	13.2%	28
Somewhat important	27.8%	59

Very important	41.5%	88
Critically important	17.5%	37
	answered question	212
	skipped question	8

Question 4

Considering the work that you do and the department that you work in, what kinds of things could the organization do to better meet the needs of a multicultural community?		
Answer Options	Response Percent	Response Count
a.	100.0%	126
b.	56.3%	71
c.	26.2%	33
	answered question	126
	skipped question	94

Question 5

Considering the City of Coquitlam as an employer, what kinds of things could we do to better meet the needs of a multicultural workforce? (e.g. mentoring, multi-cultural celebrations, etc.)		
Answer Options	Response Percent	Response Count
a.	100.0%	105
b.	46.7%	49
c.	19.0%	20
	answered question	105
	skipped question	115

Question 6

Considering the City of Coquitlam as an employer, how important is it for the organization to recognize multiculturalism in its human resource practices (e.g. recruitment and staffing, employee development and training, etc.)?		
Answer Options	Response Percent	Response Count
Not important	11.9%	24
Somewhat important	41.3%	83
Very important	34.8%	70
Critically important	11.9%	24
	answered question	201
	skipped question	19

Question 7

How satisfied are you that the City of Coquitlam provides an inclusive and welcoming environment for residents of diverse ethnic and cultural backgrounds?		
Answer Options	Response Percent	Response Count
Dissatisfied	2.1%	4
Somewhat dissatisfied	11.8%	23
Somewhat satisfied	36.4%	71
Satisfied	49.7%	97
answered question		195
skipped question		25

Question 8

How satisfied are you that the City of Coquitlam, as an employer, provides an inclusive and welcoming environment for employees of diverse ethnic and cultural backgrounds?		
Answer Options	Response Percent	Response Count
Dissatisfied	2.6%	5
Somewhat dissatisfied	9.8%	19
Somewhat satisfied	30.9%	60
Satisfied	56.7%	110
answered question		194
skipped question		26

Question 9

In your work environment, how satisfied are you that people are culturally sensitive to one another in the following situations? Please check ONLY one answer per row.					
Answer Options	Dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Satisfied	Response Count
Employee to customer	6	11	82	93	192
Customer to employee	7	32	99	54	191
Employee to employee	5	11	54	120	190
Please provide your comments on any of the situations above:					29
				answered question	195
				skipped question	25

Individual Knowledge, Skills, and Experience Questions

Question 10

In your role, how important is it to have specific skills or training (in areas such as intercultural communication or diversity awareness etc.) to provide services to a culturally diverse community?		
Answer Options	Response Percent	Response Count
Not important	15.8%	32
Somewhat important	35.1%	71
Very important	33.2%	67
Critically important	15.8%	32
answered question		202
skipped question		18

Question 11

How do you rate your skills, knowledge and experience with respect to serving a culturally diverse community?		
Answer Options	Response Percent	Response Count
Unskilled	5.0%	10
Somewhat unskilled	22.4%	45
Somewhat skilled	49.3%	99
Skilled	23.4%	47
answered question		201
skipped question		19

City-Wide Knowledge, Skills, and Experience Questions

Question 12

How important is it for City employees in general to have specific skills or training to work effectively within a culturally diverse workforce?		
Answer Options	Response Percent	Response Count
Not important	7.1%	14
Somewhat important	35.0%	69
Very important	45.7%	90
Critically important	12.2%	24
answered question		197
skipped question		23

Question 13

How do you rate your skills, knowledge and experience working within a multicultural workforce?		
Answer Options	Response Percent	Response Count
Unskilled	4.1%	8
Somewhat unskilled	20.4%	40
Somewhat skilled	51.5%	101
Skilled	24.0%	47
	answered question	196
	skipped question	24

Information and Training Questions

Question 14

What type of training or information with respect to multiculturalism would you like to receive? Please check all that apply.		
Answer Options	Response Percent	Response Count
Cross-cultural communication skills training	56.5%	105
Demographic / statistical information	27.4%	51
Newcomer recruitment, hiring and retention practices	17.2%	32
Information about other multicultural activities and best practices from other cities	57.0%	106
None	12.4%	23
Other (please specify)	5.4%	10
	answered question	186
	skipped question	34

Question 15

In what format would you like to receive training / information? Please check all that apply.		
Answer Options	Response Percent	Response Count
Workshops	62.5%	110
Presentations	44.9%	79
Print handouts	29.0%	51
Web resources / links	35.2%	62
Forums / discussion groups	23.3%	41
Conferences	15.9%	28
Other (please specify)	2.3%	4
	answered question	176

skipped question	44

Question 16

Do you have any additional comments related to multiculturalism within the City of Coquitlam or your role at the City?	
Answer Options	Response Count
	22
answered question	22
skipped question	198

Demographic Data

Question 17

What is your employment category with the City?		
Answer Options	Response Percent	Response Count
Employee	74.3%	150
Supervisor	13.9%	28
Manager	11.9%	24
answered question		202
skipped question		18

Question 18

Which staff group do you belong to?		
Answer Options	Response Percent	Response Count
Inside staff	64.4%	130
Outside staff	32.7%	66
Enforcement (bylaw and animal control, building and plumbing inspectors etc.)	3.0%	6
answered question		202
skipped question		18

Question 19

Which department do you work in?		
Answer Options	Response Percent	Response Count

Manager's / Deputy City Manager's Office	3.5%	7
Corporate Services	12.4%	25
Leisure and Parks Services	47.0%	95
Planning and Development	11.4%	23
Engineering and Public Works	25.7%	52
	answered question	202
	skipped question	18

Question 20

What is your employment status?		
Answer Options	Response Percent	Response Count
Regular full-time	66.8%	135
Regular part-time	3.5%	7
Auxiliary	16.3%	33
Temporary full-time	13.4%	27
	answered question	202
	skipped question	18

Question 21

How long have you worked for the City of Coquitlam?		
Answer Options	Response Percent	Response Count
Less than one year	13.9%	28
1 – 2 years	18.3%	37
3 – 5 years	21.3%	43
6 – 10 years	14.4%	29
More than 10 years	32.2%	65
	answered question	202
	skipped question	18

Question 22

Are you a resident of:		
Answer Options	Response Percent	Response Count
Coquitlam	41.1%	83
Port Coquitlam	11.9%	24
Port Moody	12.4%	25
Anmore / Belcarra	0.0%	0
Other	34.7%	70

answered question	202
skipped question	18