# The Welcoming Community Roadmap

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It is also in our nature to continue to improve. Recognizing the importance of including everyone in this wonderful community, providing opportunities to grow, to work, to learn to have meaningful connections and activities.

Our path begins with recognition of this foundation and the hopes of improvement. But we cannot move forward with hope alone.

We need a strategy with tangible, trackable, reportable and, in the end, effective actions. Thanks to everyone involved in developing the plan. You have invested so much in terms of your time, your energy, your expertise and your hearts.

Workforce, community richness, character, empathy, connection and growth. These are the reasons for our efforts.

The momentum has built. Now is time for an even greater commitment, investment and scope of strategic actions. With this welcoming community roadmap we will affirm that Grand Forks opens its arms and stands committed to being the best community not just to be from, but to come to.”
OUR MISSION
TO CREATE A ROADMAP OF TANGIBLE AND MEASURABLE ACTIONS TO PROMOTE A WARM AND CONTINUED WELCOME TO GRAND FORKS THAT FOSTERS INCLUSION & EQUITY AND A CONNECTION TO COMMUNITY THAT ENRICHES THE LIVES OF ALL GRAND FORKS RESIDENTS.
INTRODUCTION

Every year, education, employment, security, and quality of life draw people to Grand Forks from the region and far beyond, and we depend upon this inflow. And every year, the City, its residents, and its institutions embrace their arrival through numerous independent initiatives.

The Welcoming Community Roadmap brings together these separate efforts, energizes new action, and lays the groundwork to turn Grand Forks into a city known for its ability to welcome newcomers and benefit from their contributions.

When newcomers begin to think of Grand Forks as home, when they know this community is theirs to shape, they stay, they participate, they volunteer, they open businesses. And Grand Forks thrives economically, civically, and culturally.

WHY THE ROADMAP

The City of Grand Forks was one of 25 cities awarded a Gateways for Growth technical assistance grant from Welcoming America and New American Economy to develop a strategic plan to leverage existing strengths and build an even more robust and integrated welcoming community.

The Welcoming Community Roadmap project builds on the foundation of longstanding community values and action to welcome all new residents and ensure successful integration as part of the community.

The effort is coordinated through the Grand Forks Immigrant Integration Initiative (GFIII), led by a three-person core team and a six-person steering committee and informed by widespread community involvement.
OUR GOALS
OUR GOALS

ACCESS TO SERVICES

Ensuring all have access to basic services, such as housing, health and human services, transportation, and safety

A sense of security and wellbeing is the base for reaching our potential. In Grand Forks, we are working to make sure all residents can access the services they need to get through their days and begin to focus on the years ahead.

OPPORTUNITIES TO ADVANCE

Ensuring all have the means to advance through access to education, information, and leadership opportunities

We want all residents to know this is their community to shape. By making sure newcomers can develop their skills and become connected to their new home, Grand Forks can reap the benefits of their contributions.

ECONOMIC OPPORTUNITIES

Ensuring all have opportunities for validating work environments and small business startup support

When newcomers and long-term residents alike can find meaningful work and advance, they become financially stable and personally fulfilled. And the Grand Forks economy thrives.

CONNECTED COMMUNITIES

Ensuring all have opportunities to connect across race, ethnicity, country of origin, religion, gender identity, sexual orientation, age, physical or mental disability, or veteran status

Connecting with others like us gives us a sense of belonging. And connecting with those different experiences offers new perspectives and ideas. Both are vital for our personal wellbeing and for ensuring Grand Forks is not just a city, but a community.
BUILDING MOMENTUM
Through both visible efforts and quiet work behind the scenes, so many have been stepping up independently to help make Grand Forks home for newcomers, leveraging an existing culture of friendliness to expand what this community could be.

Together, they have built the foundation from which the Welcoming Community Roadmap can launch. Many of them were also at the table to help craft this plan for the city, ensuring these initiatives are well-grounded.

Nonprofits have ensured newcomers had access to the services they need and had opportunities to connect with long-term residents. Teachers have helped new students transition and schools have implemented programming to expand understanding across cultures. The University of North Dakota has welcomed students and their families from across the region, around the globe, and from native nations. The Grand Forks Air Force Base has oriented new airmen and made sure their families could integrate here. Local employers have brought employees from abroad and helped them network. The City and Grand Forks Region Economic Development Corporation have made international businesses feel at home. And the City of Grand Forks has adapted their approaches to make sure public services ranging from transit to health and safety, reach the whole public.

From a simple smile for a new immigrant in a grocery store, to new policies designed to better meet the needs of all residents, so many of you have helped get Grand Forks to a place where an ambitious community-wide Welcoming Community Roadmap is feasible.

Visioning is only possible with a high enough platform from which to view. We thank you for building that platform and working together on this visioning.
Foundation of Community Support
Individuals and organizations with a history of welcoming and integrating newcomers is at the core – we stand on their shoulders.

Gateways For Growth Grant
The City of Grand Forks received a technical assistance grant and regional data analysis as the starting blocks.

Core Group & Steering Committee
3 members formed a core group and 6 members made up the steering committee to lead the project.

Surveys & Focus Groups
486 survey respondents, along with 55 focus group members invested their input.

Working Groups
62 members representing 33 organizations recommended possible action steps in the 4 focus areas.

Community Conversations
Public input, feedback on early recommendations and ongoing communication fuel an ever-expanding community effort.
DATA DRIVEN

**DEMOGRAPHICS**
253,113 POPULATION OF GRAND FORKS REGION
FOREIGN-BORN 3.5% (GF REGION)
4.5% (CITY OF GF)

**SURVEY ANALYSIS**
486 RESPONDENTS
25% FOREIGN-BORN

**FOCUS GROUPS**
7 CONDUCTED
55 PARTICIPANTS

DO YOU THINK GRAND FORKS IS WELCOMING?

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<thead>
<tr>
<th>U.S.- BORN</th>
<th>FOREIGN-BORN</th>
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<tr>
<td>60%</td>
<td>70%</td>
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<td>45%</td>
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WHAT ARE THE MOST IMPORTANT?

NEIGHBORHOOD SAFETY
PUBLIC SCHOOLS
HOUSING
EMPLOYMENT

"GENERALLY WELCOMING, POSITIVE EXPERIENCE IN GF"

WANT MORE:
INVolvEMENT
LEADERSHIP
CONNEcTION

ISSUES WITH:
HOUSING
LANGuAGE
TRANSPORTATION
EMPLOYMENT
DEVELOPMENT TIMELINE

- **Nov 2017**: Gateway for Growth Grant
- **Dec 2017**: Mayor announces intent
- **Jan 2018**: Analysis on immigrant & refugee impact
- **Feb 2018**: City Council perspective
- **Mar-April 2018**: Survey
- **Mar-April 2018**: Focus groups
- **May 2018**: Public comment & draft goals
- **Aug 2018**: Working groups
- **Sept 2018**: Public comment
- **Oct 2018**: Roadmap plan launch
We originally tasked working groups with crafting recommendations for the City of Grand Forks. But as enthusiasm for the project grew, new partners were brought to the table, new ideas were generated, and many representatives began taking on new initiatives within their own organizations—not just envisioning initiatives for the “City” itself. To capitalize on this wave of momentum across the community, we reshaped a City-led strategic plan into a City-wide strategic plan.

One or more agencies have agreed to take the lead on each of the recommendations’ strategies, ensuring the work is carried out and reporting back on its impact. For a few of the longer-term strategies, a lead agency has not yet been identified. The Grand Forks Immigrant Integration Initiative will work to identify an agency in upcoming years as part of its commitment to ongoing oversight and assessment. In total, 21 non-City agencies have agreed to serve as leads on the tasks identified in the *Welcoming Community Roadmap*, with more serving as Key Partners.

**LEAD AGENCIES**

The Chamber of Grand Forks/East Grand Forks
Cities Area Transit
City of Grand Forks
Downtown Development Association
Empire Arts Center
Evolve Grand Forks
Global Friends Coalition
Greater Grand Forks Convention and Visitors Bureau
Grand Forks Emergency Management
Grand Forks Immigrant Integration Initiative
Grand Forks Park District
Grand Forks Police Department
Grand Forks Public Library
Grand Forks Public Schools

Grand Forks Region Economic Development Corporation
Grand Forks Youth Commission
Greater Grand Forks Young Professionals
High Plains Fair Housing
Jobs Development Authority Growth Fund Committee
Job Service North Dakota
Lutheran Social Services
Northland Community and Technical College
Northern Valley Youth Orchestras
Small Business Administration
Small Business Development Center
University of North Dakota
UND Center for Innovation
Valley Community Health Center
Valley Health
The proposed implementation plan would be that oversight is provided on an ongoing basis by the Grand Forks Immigrant Integration Initiative and actual operations and coordination would be the responsibility of a Welcoming Community Roadmap Coordinator that is proposed to be hired.

The Welcoming Community Roadmap Coordinator would communicate and facilitate actions with the Team Leads of each identified strategic action.

The Grand Forks Immigrant Integration Initiative and, if adopted, the Welcoming Community Roadmap Coordinator, will oversee assessment of the Welcoming Community Roadmap using the metrics identified for each strategy over the coming years.

Reports will be made available on the City of Grand Forks website and to City Council.

Welcoming economies are strong and they thrive. Like all economies, they thrive because of financial, social and individual investments made. And while many of the recommended strategies require no additional financial investment, some will use existing budgets to carry out activities and some will propose additional funding. Lead agencies take responsibility for the costs of carrying out each strategy through reallocation of existing resources or securing new funds.

This plan recognizes the public nature of investments made by the City of Grand Forks. Namely, they are taxpayer dollars. As such, any recommendations for public investments are proposed to leverage significant private investments to cultivate an environment that will draw people to the region, encourage them to stay and provide them with meaningful opportunities to contribute to their new home, resulting in returns on the collaborative investments.
RECOMMENDATIONS
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<th>ECONOMIC OPPORTUNITIES</th>
<th>CONNECTED COMMUNITIES</th>
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<td>Diversity events support</td>
<td>Entrepreneurial ecosystem map</td>
<td>GF Youth Commission outreach</td>
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<td>Police liaisons at community gatherings</td>
<td>Cultural competency in local schools</td>
<td>Entrepreneurial ecosystem support</td>
<td>UND internships</td>
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<td>Landlord/tenant mediation awareness</td>
<td>Visible representation of populations in the city</td>
<td>Service-learning and internships</td>
<td>Public Space Portal</td>
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<td>Diverse library materials</td>
<td>Online relocation materials</td>
<td>Employers’ immigrant workforce assessment</td>
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<td>Naturalization promotion</td>
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<td>New Americans and low-income individuals employment barrier scan</td>
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**IN PROGRESS**

<p>| Explores auto-assignment of primary care providers for Medicaid recipients. | “Welcoming Grand Forks” coordinator position | Exploration of cultural lending options | Community network map and contacts |
| Medical Interpreter training exploration | Inventory of existing leadership and board development programs | Startup ethnic investor clubs investigation | Enhanced distribution of activity bulletins |
| Nonprofit bulk-purchase city bus passes exploration | | Entrepreneurial Ecosystem Summit | UND students/community engagement team |
| Bus training of nonprofits | | Employment opportunities stakeholder convening | GF Public Library enhancements |
| Nonprofit staff training for front-line service providers | | Workforce panel with employers of immigrants | Scholarship information for recreational activities |
| GFPD neighbor-to-neighbor mediator awareness | | Cultural competency support for employers | Promotion of community events |
| Diverse emergency management teams | | City of Grand Forks Equity and Inclusion plan. | New recreational activities exploration |
| City of Grand Forks 3-1-1 promotion | | English education resource sheet | Restaurant cultural theme week |
| | | Employer-identified training for immigrant employees | Community welcome signage |
| | | | Multi-language signage |
| | | | Barrier scan process for event planners |
| | | | Post-event evaluation processes |
| | | | Convening of arts stakeholders |</p>
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<th>Advancement Opportunities</th>
<th>Economic Opportunities</th>
<th>Connected Communities</th>
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<td>Primary Care Providers patient education</td>
<td>Welcoming effort for newcomers</td>
<td>Workplace discrimination resources awareness</td>
<td>Public spaces policy review</td>
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<td>Lower cost options for healthcare and education transportation</td>
<td>Welcoming representation at local institutions</td>
<td>Availability of Equity and Inclusion Plan resources</td>
<td>Exploration of free WiFi at event venues</td>
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<td>Cultural competency support for service providers from existing orgs</td>
<td>Community service opportunities for newcomers</td>
<td>“Welcoming Business” business designation</td>
<td>Diverse advisory teams</td>
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<td>City office translation and/or interpreter services</td>
<td>Broadly distributed City communications</td>
<td>Increased workforce readiness education</td>
<td>Positive story promotion</td>
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<td>GF Civic Academy</td>
<td>Professional connector program for newcomers’ networking</td>
<td>Private sector or grassroots welcome signage campaign</td>
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<td>Elected officials and newcomers connections</td>
<td>Pipeline of underrepresented populations with leadership interest</td>
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<td>First-generation and immigrant student college outreach</td>
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<td>Local Primary Care Provider education for Medicaid Insurance</td>
<td>Voting promotion amongst newcomers</td>
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<td>Affordable cultural competency support for service providers</td>
<td>Welcoming Ambassador program</td>
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<td>Newcomer contribution recognition</td>
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<td>Capacity building for welcoming community-based organizations</td>
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Goal 1: ACCESS TO SERVICES

Ensuring all residents have access to basic services, such as housing, health and human services, transportation and safety

Recommendation 1: Increase access to local primary care physicians and lower health care costs.

   Strategy 1: Explore data regarding auto-assignment of primary care providers (PCP’s) for Medicaid recipients, to identify/quantify concerns. (Lead Agency: Global Friends Coalition) YEAR 1

   Strategy 2: Develop ways to educate Medicaid applicants about selecting a local PCP, or about how to request a change in PCP assignments to local providers. (Lead Agencies: Global Friends Coalition & Valley Community Health Center) YEARS 3-5

   Strategy 3: Develop ways to educate patients about their auto-assigned PCP and provide training on changing to a local PCP. (Lead Agency: Global Friends Coalition) YEAR 2

   Strategy 4: Provide educational opportunities about when to go to the emergency room and what alternatives are available. (Lead Agencies: Valley Community Health Center and Valley Health) IN PROGRESS

   Strategy 5: Explore Medical Interpreter training options and the hiring of in-person medical interpreters. (Lead Agency: Global Friends Coalition) YEAR 1

Recommendation 2: Increase availability of lower cost public transportation to better access health and education services.

   Strategy 1: Explore the possibility of bulk purchasing and/or the leveraging of private/foundation funding to support the purchase of city bus passes at a lower cost to clients. (Lead: Cities Area Transit) Year 1

   Strategy 2: Develop options to lower the cost of transportation for low-income individuals needing to travel for health care and educational opportunities. (Lead Agencies: Cities Area Transit and Global Friends Coalition) YEARS 3-5

   Strategy 3: Work with community-based organizations to increase their participation in and general awareness of bus system education efforts and programs provided by Cities Area Transit. (Lead: Cities Area Transit) Year 1
Goal 1: **ACCESS TO SERVICES**

**Recommendation 3:** Establish avenues for cultural competency support for front-line healthcare and social service workers.

**Strategy 1:** Work together as health service agencies in the community in order to collectively offer affordable cultural competency support. (Lead Agencies: Global Friends Coalition, High Plains Fair Housing, Lutheran Social Services) YEARS 3-5

**Strategy 2:** Utilize staff members from local community-based organizations to share their knowledge with front line staff. (Lead Agencies: Global Friends Coalition, High Plains Fair Housing, Lutheran Social Services) YEAR 1

**Strategy 3:** Tap into the resources at the University of North Dakota, Northland Community Technical College, and nonprofits regarding cultural competency support. (Lead Agencies: Global Friends Coalition, High Plains Fair Housing, Lutheran Social Services) YEAR 2

**Recommendation 4:** Enable all to access services to ensure health and security in their homes and in the community.

**Strategy 1:** Promote an awareness campaign to all/diverse populations about the availability of mediators through the GF Police Department for neighbor-to-neighbor disputes. (Lead Agency: Grand Forks Police Department) YEAR 1

**Strategy 2:** Provide police presence at even more community gatherings, publicizing liaison role. (Lead Agency: Grand Forks Police Department) IN PROGRESS

**Strategy 3:** Increase awareness of resources for landlord/tenant mediation. (Lead Agency: High Plains Fair Housing) IN PROGRESS

**Strategy 4:** Create Emergency Management teams consisting of diverse populations. (Lead Agency: Grand Forks Emergency Management Office) YEAR 1

**Strategy 5:** Increase awareness and visibility of City of Grand Forks information services, including GF311. (Lead Agency: City of Grand Forks) YEAR 1

**Strategy 6:** Ensure translation and/or interpreter services are available for city offices. (Lead Agency: City of Grand Forks) YEAR 2
Goal 2: ADVANCEMENT OPPORTUNITIES

Ensuring all residents have the means to advance through access to education, information, and leadership opportunities.

Recommendation 1: Increase a sense of welcome to all newcomers to the city.

Strategy 1: Provide support of diversity events through event-planning resources and promotion. (Lead Agency: City of Grand Forks Public Information Center) IN PROGRESS

Strategy 2: Recognize and support understanding of cultures in local schools. (Lead Agency: Grand Forks Public Schools) IN PROGRESS

Strategy 3: Ensure visible representation of variety of cultures, languages, and populations in the community. (Lead: Public Information Center) IN PROGRESS

Strategy 4: Provide welcoming effort for newcomers about the community upon the first arrival (when possible) and follow up with participants with opportunities for involvement. (Lead Agency: City of Grand Forks) YEAR 2

Strategy 5: Investigate a Welcoming Designation for institutions, events, and individual involved in welcoming efforts. (Lead Agency: City of Grand Forks) YEAR 2

Strategy 6: Acquire more native-language materials and materials significant to diverse populations at Grand Forks Public Library. (Lead Agency: Grand Forks Public Library) IN PROGRESS

Strategy 7: Provide welcoming representation at local institutions and employers’ welcoming efforts, as requested. (Lead Agency: City of Grand Forks) YEAR 2

Strategy 8: Prepare and publicize an online relocation guide as a resource for newcomers. (Lead Agency: Grand Forks Region Economic Development Corporation)

Recommendation 2: Increase opportunities for newcomers to participate in civic life.

Strategy 1: Promote, support and celebrate the naturalization process. (Lead Agencies: Lutheran Social Services, Global Friends Coalition) IN PROGRESS

Strategy 2: Offer opportunities to engage newcomers in community service. (Lead Agency: City of Grand Forks) YEAR 2

Strategy 3: Support a collaborative and sustainable Welcoming Community Roadmap Coordinator position to coordinate efforts, build capacity, implement new initiatives, serve as a liaison, and assess the impact and accountability of these and complimentary welcoming strategies. (Lead: Mayor’s Office/City Administrator) Year 1
Goal 2:

ADVANCEMENT OPPORTUNITIES

**Strategy 4:** Distribute city communications through variety of means to reach newcomer populations. (Lead Agency: City of Grand Forks) YEAR 2

**Strategy 5:** Offer a Grand Forks Civic Academy open to all newcomers. (Lead Agency: TBD) YEAR 2

**Strategy 6:** Implement partnerships/connections between elected officials and newcomers. (Lead Agency: City of Grand Forks) YEAR 2

**Strategy 7:** Enabling voting amongst newcomers populations, including engagement of college students in local elections. (Lead Agency: TBD) YEARS 3-5

**Recommendation 3:** Increase opportunities for newcomers to advance.

**Strategy 1:** Reach out to first-generation students and local immigrant populations regarding college enrollment. (Lead Agencies: University of North Dakota, Northland Community and Technical College) YEAR 2

**Strategy 2:** Implement a Welcoming Ambassador program to connect newcomers to existing opportunities. (Lead Agency: City of Grand Forks) YEARS 3-5

**Strategy 3:** Recognize the contributions of newcomers. (Lead Agency: City of Grand Forks) YEARS 3-5

**Strategy 4:** Work to strengthen the capacity of community-based organizations engaged in welcoming efforts. (Lead Agency: TBD) YEARS 3-5

**Strategy 5:** Create an inventory of existing leadership and board development programs. (Lead Agency: Greater Grand Forks Young Professionals) YEAR 1

**Strategy 6:** Develop pipeline of underrepresented populations with leadership interest or potential. (Lead Agency: City of Grand Forks) YEAR 2
Goal 3: ECONOMIC OPPORTUNITIES

Ensuring all residents have opportunities for validating work environments and small business startup support.

Recommendation 1: Increase startup rates by continuing to evaluate and create public and private incentives, collaboration, and programming.

Strategy 1: Explore various possibilities within the StartUP Grand Forks funding program including Interest deferral in accordance with the parameters of other cultural lending principles. (Lead Agency: Grand Forks Region Economic Development Corporation) YEAR 1

Strategy 2: Seek ways to work directly with and understand various ethnic ‘investor clubs’ or Angel Funds. Consider working with those groups to establish funding that can be used for legal and accounting support in the early stages of starting a business. (Lead Agency: Grand Forks Region Economic Development Corporation) YEAR 1

Strategy 3: Finalize creation of a map of the entrepreneurial ecosystem. Identify, understand the needs of, and include minorities and immigrants in future entrepreneurship stakeholder meetings. (Lead Agency: Grand Forks Region Economic Development Corporation) IN PROGRESS

Strategy 4: Continue to seek ways to publicly support and publicize efforts that are growing the entrepreneurial ecosystem. (Lead: Mayor’s Office, with EVOLVE Grand Forks) IN PROGRESS

Strategy 5: Establish an annual Entrepreneurial Ecosystem Summit that brings together agencies in the Greater Grand Forks Region to share knowledge and fuel collaboration. (Lead Agencies: UND Center for Innovation, Grand Forks Region Economic Development Corporation, Small Business Development Center, Small Business Administration, Evolve Grand Forks) YEAR 1
Goal 3: ECONOMIC OPPORTUNITIES

Recommendation 2: Ensure the needs and assets of a diverse workforce are matched with the needs and assets of local employers to optimize economic vitality.

Strategy 1: Expand opportunities and awareness of existing opportunities for college and youth service-learning and internships and overall integration as critical components of the local workforce. (Lead Agency: TBD) IN PROGRESS

Strategy 2: Assess local employers’ employment needs regarding immigrant workforce. (Lead Agency: Global Friends Coalition) IN PROGRESS

Strategy 3: Bring together key partners to discuss coordinating partnerships, leveraging resources, and aligning services to help New Americans and low-income individuals enter the workforce and elevate employment and career opportunities. (Lead Agency: Global Friends Coalition) YEAR 1

Strategy 4: Hold an annual workforce panel with employers that have successfully capitalized on the immigrant labor pool, allowing for sharing of best practices. Feature positions across all levels of employment from entry-level to leadership. Include information about working with visas. (Lead Agency: Job Service North Dakota) YEAR 1

Strategy 5: Ensure applicants and employees are aware of workplace discrimination resources. (Lead Agency: TBD) YEAR 2

Strategy 6: Foster cultural competency support opportunities for employers. (Lead Agency: Global Friends Coalition) YEAR 1

Strategy 7: Develop City of Grand Forks Equity and Inclusion Plan (Lead: Mayor’s Office and Human Resources) Year 1

Strategy 8: Make Equity and Inclusion Plan resources available for area businesses. (Lead Agency: TBD) YEAR 2

Strategy 9: Initiate a “Welcoming Business” designation for businesses who opt in and meet a set of criteria. (Lead Agency: TBD) YEAR 2

Strategy 10: Create a resource sheet for local employers and employment agencies to provide to candidates who are not at the appropriate level of English speaking in order to proceed in the hiring process. (Lead Agency: Global Friends Coalition) YEAR 1
Goal 3: **ECONOMIC OPPORTUNITIES**

**Strategy 11:** Identify and remove gaps and barriers for New Americans and low-income individuals to enter the workforce. (Lead Agency: Global Friends Coalition) IN PROGRESS

**Strategy 12:** Increase access to educational services such as English Language classes, skills training, GED, and other classes as identified. (Lead Agency: Global Friends Coalition) YEAR 2

**Strategy 13:** Implement a pilot program with a business, offering employer-identified training to current or potential immigrant employees. (Lead Agency: Global Friends Coalition) YEAR 1

**Strategy 14:** Establish a professional connector program to propel newcomers’ networking. (Lead Agency: TBD) YEAR 2
Goal 4: **CONNECTED COMMUNITY**

**Ensuring all residents have opportunities to connect across race, ethnicity, country of origin, religion, gender identity, sexual orientation, age, physical or mental disability, or veteran status.**

**Recommendation 1:** Enhance communication to facilitate information access via various media/channels, ambassadors/influencers and general public portals.

**Strategy 1:** Develop a map or list of community networks and contact for various groups (Lead Agency: Grand Forks Immigrant Integration Initiative) YEAR 1

**Strategy 2:** Develop a better mode of distribution of summer/community activity bulletins, especially to apartments and/or apartment complexes. (Lead Agency: Grand Forks Parks District) YEAR 1

**Strategy 3:** Support GF Youth Commission in outreach efforts, e.g., Youth Advisory Team, High School Internship for City social media and community communication, and promotion of <21 events/activities. (Lead: Mayor’s Office, with GF Public Schools, GF Youth Commission) IN PROGRESS

**Strategy 4:** Create a UND students/community engagement team to enhance communication, create new events, and promote relationship building to foster mutual understanding. (Lead Agencies: Mayor’s Office, with UND Student Government & GGF CVB) YEAR 1

**Strategy 5:** Promote existing and encourage more internship opportunities that foster UND student engagement in the broader community. (Lead Agency: Chamber of Commerce/Local Businesses) IN PROGRESS

**Recommendation 2:** Promote awareness of and/or create physical event spaces that are available, affordable and accessible.

**Strategy 1:** Support enhancements and upgrades to the GF Public Library, including new conference room space, general aesthetics, diverse content and programming, and necessary policy changes. (Lead: GF Public Library) Year 1

**Strategy 2:** Review policies for public spaces and implement necessary policy changes. (Lead Agency: City of Grand Forks) YEAR 2
Goal 4: CONNECTED COMMUNITY

**Strategy 3:** Develop and maintain a “Public Space Portal” to identify and describe public spaces for events. (Lead Agency: Downtown Development Association) IN PROGRESS

**Strategy 4:** Explore making free WiFi available at event venues to attract youth and young adults. (Lead Agency: City of Grand Forks) YEAR 2

**Recommendation 3:** Promote engagement via outreach, awareness campaigns, events and activities.

**Strategy 1:** Aggregate and disseminate information about scholarships to participate in recreational and educational activities/events. (Lead Agencies: Grand Forks Parks District, Grand Forks Public Schools) YEAR 1

**Strategy 2:** Highlight and promote community events. (Lead: City of Grand Forks Public Information Center) Year 1

**Strategy 3:** Explore new recreational and educational activities events. (Lead Agency: Grand Forks Parks District) YEAR 1

**Strategy 4:** Create diverse advisory teams to integrate diverse perspectives into everyday events that include marginalized or at-risk groups such as those based on poverty, homelessness, foster care, military, geography, socioeconomic status, etc. (Lead Agency: TBD) YEAR 2

**Strategy 5:** Encourage the promotion and sharing of positive stories. (Lead Agency: TBD) YEAR 2

**Strategy 6:** Convene stakeholders to discuss access and involvement in the local arts scene. Lead agencies: Northern Valley Youth Orchestras, Empire Arts Center. Year 1

**Recommendation 4:** Create community welcome messages in active (events, cultural nights, campaigns) and passive (banners, signs, symbols) forms.

**Strategy 1:** Develop a restaurant cultural theme week effort. (Lead Agency: Downtown Development Association) YEAR 1

**Strategy 2:** Develop appropriate signage to promote community welcome message. (Lead: Public Information Center) Year 1

**Strategy 3:** Develop multi-language signage for public spaces. (Lead: Public Information Center, with GF County, GF Parks, GF Schools) Year 1

**Strategy 4:** Support a private sector or grassroots campaign with welcome signage. (Lead Agency: TBD) YEAR 2 OVERLAPS WITH 2:1:5
Goal 4: CONNECTED COMMUNITY

**Recommendation 5:** Promote change in organizational policies and practices related to community events.

**Strategy 1:** Develop and implement a “barrier scan” (for accessibility, affordability, environmental, etc.) Process for event planners and available with special event permit applications. (Lead: Public Information Center) Year 1

**Strategy 2:** Develop post-event evaluation processes and report on findings. (Lead: Public Information Center) Year 1
RESOURCES

New American Economy demographic report on the Grand Forks region:

Welcoming Community Roadmap survey results:
http://www.grandforksgov.com/home/showdocument?id=25391

Welcoming Community Roadmap focus group results:
http://www.grandforksgov.com/home/showdocument?id=25385

Grand Forks Immigrant Integration Initiative website:

More questions? Please contact the Mayor’s Office at phaga@grandforksgov.com or (701) 746-2607.
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It takes a community to build a welcoming community. The length of this acknowledgement list is a testament to the tremendous energy which the Welcoming Community Roadmap project tapped into. Together, we are making Grand Forks home.

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Grand Forks Immigrant Integration Initiative
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WCR Steering Committee members: Core Team, plus Alexander Azenkeng, Becca Cruger, Reginald Tarr, Kari Goelz
All Lead Agencies:
The Chamber of Grand Forks/East Grand Forks
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City of Grand Forks
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Evolve Grand Forks
Global Friends Coalition
Greater Grand Forks Convention and Visitors Bureau
Greater Grand Forks Young Professionals
Grand Forks EMS
Grand Forks Immigrant Integration Initiative
Grand Forks Park District
Grand Forks Police Department
Grand Forks Public Library
Grand Forks Public Schools
Grand Forks Region Economic Development Corporation
Grand Forks Youth Commission
High Plains Fair Housing
Jobs Development Authority Growth Fund Committee
Job Service North Dakota
Lutheran Social Services
Northland Community and Technical College
Small Business Administration
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