

---

Strategic Multimedia Communication Plan  
London and Middlesex Local Immigration Partnership (LMLIP)

*Prepared by City Media  
March 2011*

# Executive Summary

## **Overview:**

The purpose of the LMLIP Strategic Multimedia Communication Plan (SMCP) is to engage London and Middlesex residents in a conversation on the impact of immigration in London. Our primary objective is to create awareness among the London host and immigrant communities, debunking misconceptions/myths and strengthening the social cohesion of both Immigrant and Host communities.

The focus of the work is outlined by the deliverables outlined below:

- Create key messages that will resonate with the general public and the immigrant communities.
- Engage ethno-cultural media by creating awareness among immigrant and host communities.
- Recommend social media strategies to engage target communities in a conversation about immigration.
- Work with existing networks.
- Design evaluation tool.
- Recommendations for collateral.

The SMCP Plan started with community consultation to the following target groups: ethno-cultural groups, system partners, host community and both traditional and ethnic media. CITYMEDIA consulted several members of these communities by phone interview, email, focus groups and meetings.

As a result of this research, CITYMEDIA has made a number of recommendations grouped under the following strategies:

1. Improved Communication among Immigrant Communities (strength in numbers).
2. Improved Communication among the Host Community about immigration in London.
3. Improved Communication between the Host community and Immigrant Communities.
4. Develop Key Messaging based on communication and engagement requirements.
5. Leverage social media and existing communication channels.

All of the feedback gathered in the consultation process contributed to the emerging themes and messages in this plan. The strategies and recommendations outlined in the plan may be used in a broader campaign in the future or in similar markets.

# Table of Contents

|   |    |
|---|----|
| <b>Introduction and overview</b>                  | 5  |
| Scope of the project                              | 6  |
| Limitations of the project                        | 6  |
| <b>Overview of Target Audience</b>                | 7  |
| Existing Communication Channels                   | 8  |
| Communication Channels Defined by Target Audience | 9  |
| <b>The Consultative Process</b>                   | 10 |
| <b>Summary of Results</b>                         | 11 |
| <b>Defining Success</b>                           | 12 |
| <b>Key Recommendations</b>                        | 14 |
| <b>Key Messages</b>                               | 15 |
| Recommended Communication Channels                | 16 |
| Key Message Summary                               | 17 |
| Recommendation Summary                            | 18 |
| <b>Evaluation Methods</b>                         | 19 |
| <b>Rollout plan</b>                               | 20 |
| <b>Critical Path</b>                              | 23 |

## London & Middlesex Local Immigration Partnership Contributors

|                     |                      |                      |                     |
|---------------------|----------------------|----------------------|---------------------|
| Muriel Abbott       | Denise TaylorEdwards | Anne Langille        | Jeffery Robinson    |
| Marylou Albanese    | Oscar Enriquez       | David Lazenby        | Nathan Ross         |
| Monica Abdelkader   | Secil Erdogan        | Lisa Leveque         | John Ruhinda        |
| Rajaa Al-abad       | Vicki Esses          | Alice Lewis          | Dev Sainani         |
| Mohamed Al-Adeimi   | Gord Fansher         | Jenny Lim            | Herman Sahrman      |
| Saleh Alathamena    | Joan Fisher          | Yvonne Lindsay       | Homa Salem          |
| Debbie Al-Hamza     | Bonnie Garba         | Andrew Lockie        | Lydia Salmon        |
| Ahmed Yahya Ali     | Susannah Gergich     | Janice Mackinnon     | Nancy Santos        |
| Amed Al-Sindi       | Robert Gervais       | Valerian Marochko    | Marina Sesar        |
| Munira Ahmed        | German Guitierrez    | Lisa Mason           | Jayne Scarterfield  |
| Rose Aquino         | Mary-Jo Hartman      | Greg Matthison       | Mureed Shahid       |
| Marie Arismendi     | Craig Harper         | Anne McKay           | Helen Sleaford      |
| Robin Armistead     | Gisele Hauser        | Kelly McManus        | Mary Starnaman      |
| Deborah Assimwe     | Jackie Hayward       | Nancy McQuillan      | Carol Stewart       |
| Lourdes Assis       | Susan Heath          | Debra Mountenay      | Mary-Jo Sullivan    |
| Vindu Balani        | Heather Heathcote    | Bosco Mugisha        | Jill Tansely        |
| Awsaf Bakil         | Trevor Hinds         | Sanaa Mustafa        | Eini Telford        |
| Sue Boddaert        | Doreen Hodgkinson    | Ahmad Nahshal        | Nimmi Thind         |
| Kathryn Boychuk     | Jennifer Hollis      | Ambroise Ndayiragize | Amanda Thompson     |
| Henri Boyi          | Grant Hopcroft       | Nancy Needham        | Arlene Thompson     |
| Daniela Bozickovic  | Philip Hunt          | Jean-Baptiste Ntakom | Brian Timney        |
| Neil Bradford       | Suzanne Huot         | Mersija Nuric        | Lauren Touchant     |
| Carol Burns         | Taghrid Hussain      | Lisa Pace            | Yacouba Traoré      |
| Nicole Buteau       | Huda Hussein         | Dipti Patel          | Nicole VanderWolf   |
| Jean-Pierre Cantin  | Jo-Ann Hutchison     | Helen Patterson      | Corinne Walsh       |
| Juan Carrera        | Clare Jeng           | Clara Parra          | Janice Walter       |
| Sheila Carson       | Mo Jeng              | Beverly Payne        | Jeff Watson         |
| Adriana Castellanos | Jennifer Jones       | Justin Peters        | Estela Quintero     |
| Ramiro Castro       | Catherine Joyes      | Susanne Quan         | Weldon              |
| Kim Cechetto        | Jessica Justrabo     | Amani Radhaa         | Jennifer Williamson |
| Sergio Chuy         | Tamara Kaattari      | Habib Radhaa         | Elisabeth White     |
| Valerie Currie      | Kate Kennedy         | Amy Ratcliffe        |                     |
| Charity Davy        | Nidaa Khalil         | Wendy Richards       |                     |
| Susan Dill          | Faiza Ladak          | Jo-elle Rinker       |                     |
| Michelle Edwards    | Dharshi Lacey        | Elisabete Rodrigues  |                     |

# Introduction and overview

In June of 2010, London and Middlesex Local Immigration Partnership completed their Community Immigrant Strategic Plan. One of the key components of this plan was to develop a Strategic Multimedia Communication Plan (SMCP). City Media was hired in Jan 2011 to develop the SMCP.

## SCOPE OF THE PROJECT

The following are the key deliverables for the plan:

- Create key messages that will resonate with the general public and the immigrant communities
- Engage ethno-specific media with the objectives of creating awareness among ethno-cultural groups about the host community and to engage them in the discussion
- Recommend social media strategies to engage communities in the discussion
- Work with existing networks
- Design evaluation tool

The scope of this project includes all Immigrants, members of the Host community and system partners regardless of their status, age and gender. This project is the first of its kind among the Local Immigration Partnerships in Ontario and could be replicated in other communities.

The work of this plan is guided by an LMLIP working group and the Central Council. Citizen and Immigration Canada fund this plan.

## THE PROCESS

The research conducted for the development of this communication plan aimed to:

- ❑ Understand myths/ misconceptions and positive perceptions around immigration in London
- ❑ Develop key messages and a critical communication plan based on above findings
- ❑ Design an evaluation mechanism to ensure that the recommendations are actually solving the problem.

CITYMEDIA was greatly assisted by the following organizations to develop this communications plan:

1. **Advisory Committee and Central Council:** LMLIP Advisory Council and the Central Council assisted in shaping the plan. In addition, the assistance of Huda Hussein LMLIP Project Coordinator was instrumental in the development of the plan.
2. **Immigrant and Community interviews:** CITYMEDIA designed a brief questionnaire as a basis for a general survey of the ethno-cultural communities and their communication channels. Over 50 organizations were contacted by email. All of the feedback was utilized as a core component of the plan.

3. **System Partners:** System Partners for the purpose of this project are defined as community institutions that provide essential services to the public (both host and immigrant community). CITYMEDIA interviewed system partners to better understand how their organization has been impacted by immigration and understand their specific communication channels. Over 15 system partners were contacted.
4. **Stakeholders and Community Partners:** Stakeholders and community partners were interviewed to understand their respective communication strategy and identify where there may be synergies or opportunities to work with LMLIP. CITYMEDIA held informal discussions with these organizations to further understand their roles. The information gathered from these groups compliment the community interview findings.
5. **Strategic Plan and Website Review:** CITYMEDIA reviewed the immigration portal (<http://www.immigration.london.ca>) and the LMLIP Immigrant Community Strategic Plan.
6. **Focus Groups:** CITYMEDIA hosted 2 focus groups: one representing the “host community” (non immigrant) and the other representing the media (both ethno-specific and traditional). City Media also hosted a focus group with members of the host community to discuss how they viewed immigration in London.
7. **Community Groups:** CITYMEDIA organized 13 “Kitchen table discussions” with community members at the community meeting on March 7, 2011 at the Hilton in London ON. There were 132 participants.

### **LIMITATIONS OF THE PROJECT**

The recommendations in this plan are based on the feedback from the various groups listed above. The surveys done in each of the communities are broadly representative, but not exhaustive. There are several challenges and dangers in drawing conclusions from a narrow sampling of a diverse group.

However, the intention is to understand the common themes and the current perceptions of immigration and its importance to London. There were strong parallels and emerging themes in these discussions. The outcomes, therefore, of focus groups and community feedback are best understood as describing themes, or general impressions, and further work may need to be done to test new approaches by LMLIP.

## OVERVIEW

The project started with the identification of the key target audiences and their current communication channels. City Media consulted each of the target audiences to identify gaps and areas that could be improved. This provided the foundation for the recommendations, strategies and key messages identified in this plan.

## Target audiences

From first contact through to integration, the following target audiences have been identified as part of the immigration communication channel. The target audiences are identified below:

**Individual/ First Contact:** This is self-directed communication where an individual seeks out information about immigration for a specific need or requirement (for example, medical or educational). This is the front line of communication with immigrants in London. This first point of contact appears to be well served in the community through various outreach programs and access points where an individual can gather specific information on an as need basis.

**Immigrant Communities:** This group includes all ethno-cultural groups in London. There are several challenges with dealing with such a diverse group including language and many unique differences. There is relatively good communication within each ethno-cultural group however; there is very little communication between groups.

**Immigrant Community:** This group includes all London immigrants. The underlying commonalities and themes that represent the group as a whole are critical when communicating to larger groups such as the media and host communities. There is very little communication from the Immigrant Community as a whole to these larger groups.

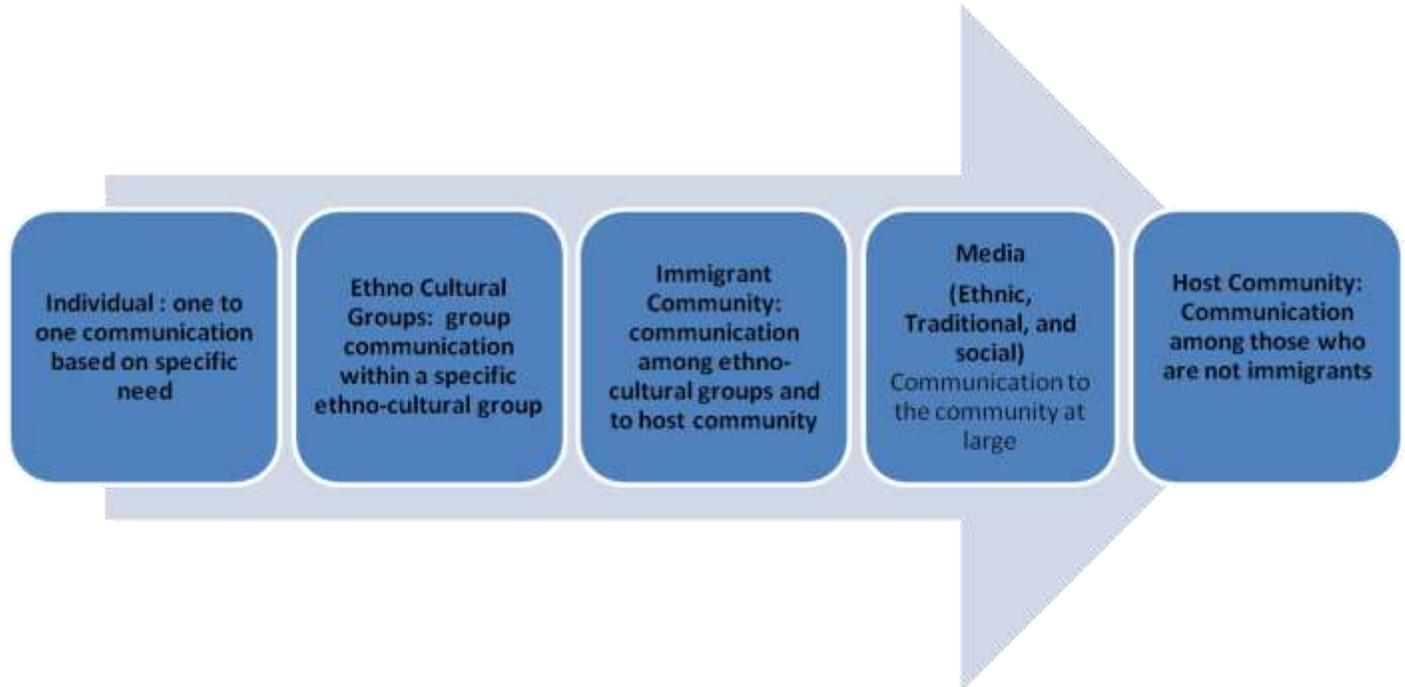
**Media (both traditional and ethnic):** The media groups are instrumental in communicating the messages and engaging the London Immigrant Community and Host Community in an ongoing dialogue. Ethnic media speak to the ethno-cultural groups they represent and traditional media speaks to the community as a whole (immigrant and host). There is very little understanding of the immigrant community as a group among both traditional and ethno-specific media.

**System Partners:** This includes organizations that have a mandate to serve both the Immigrant and Host communities as part of their organization. Most system partners reach out to the immigrant community as a whole (not specific strategies for different ethno-cultural groups). Some examples of system partners include London Police, Thames Valley District School Board, London District Catholic School Board, United Way of London & Middlesex and City of London

**Host Community:** This represents the rest of the City of London and includes anyone who is not an immigrant and lives in London.

## EXISTING COMMUNICATION CHANNELS

The target audiences as identified receive their information via the following communication channels. The communication channel used depends on the need and the type of information required.



### **INDIVIDUAL/FIRST CONTACT:**

This is one to one communication that answers very specific questions based on specific need (medical, legal etc). This information is delivered by brochure, online and in community centres.

### **ETHNO-CULTURAL GROUPS:**

This communication is often in first language and is delivered through word of mouth, some ethnic media, places of worship, community centres, families and friends and through social networking.

### **IMMIGRANT COMMUNITY:**

This communication is delivered through the community as a whole. At this point there is very little communication among the Immigrant community as a whole. This is a very distinct and diverse multicultural group that has a strong attachment to their own community but not to the Immigrant community as a whole.

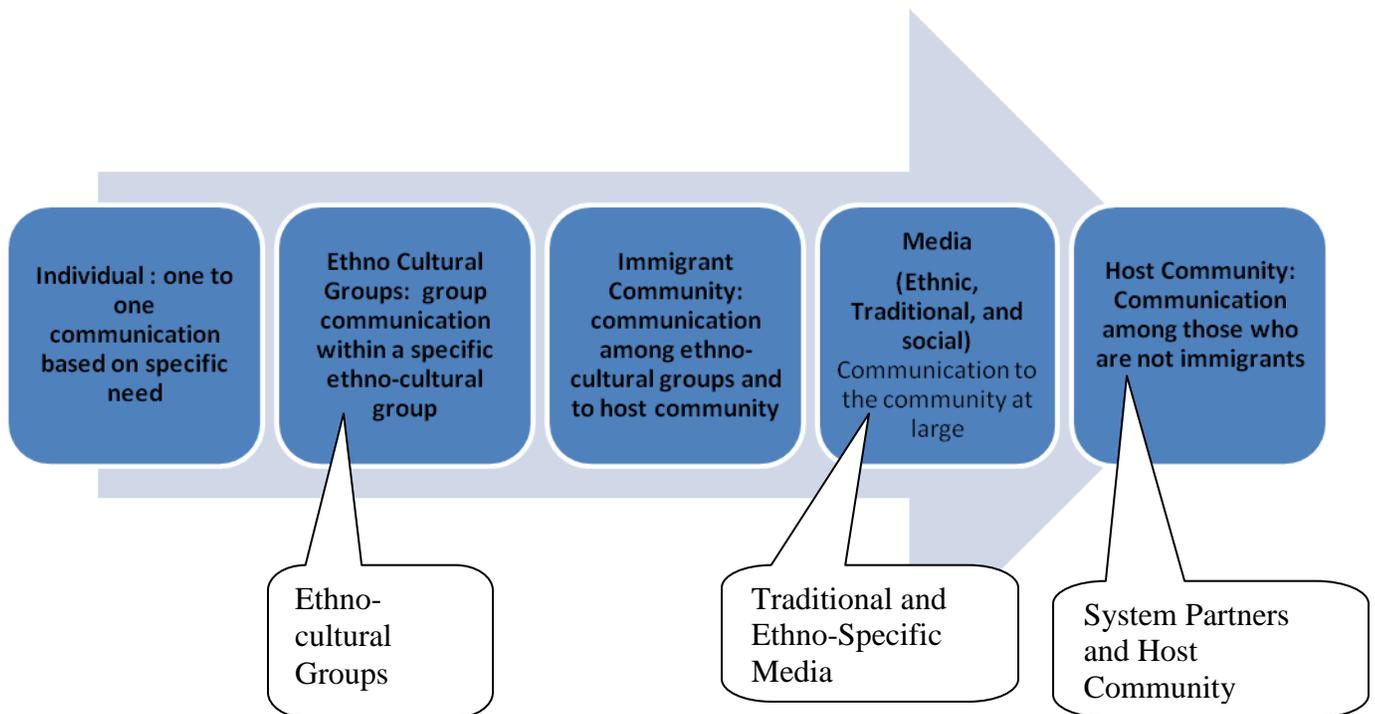
### **MEDIA (ETHNO-SPECIFIC, TRADITIONAL AND SOCIAL):**

Communication is delivered through existing media channels and shapes perceptions about the immigrant community (both positive and negative).

### **HOST COMMUNITY:**

Host community perception (both positive and negative) is shaped by the media and the immigrant community as a whole.

**COMMUNICATION CHANNELS DEFINED BY TARGET AUDIENCE:**



**Target Group/Communication Channel Summary**

| Target Group            | Communication Channel  | Language  | Quality  |
|-------------------------|--|---|--|
| Individual              | Brochures, Web, Community Centres  | Language of Origin, English                       | High   |
| Ethno – Cultural Groups | Places of worship, meetings, word of mouth, some ethnic media, social media and web      | Language of Origin                                | High   |
| Immigrant Community     | No defined communication channels for the ethno-cultural groups to talk among themselves | Multi-language                                    | Poor   |
| Ethnic Media            | Primarily print  | Language of ethno-cultural group and some English | High   |
| Traditional Media       | Print, radio, TV   | English   | Strong with host community but weak with Ethno-cultural groups |
| Social Media            | Online   | All   | High among all groups – especially ethno-cultural groups       |
| Host Community          | Traditional and Online   | Primarily English (some French)                   | Strong with host community but weak with Ethno-cultural        |

## **The Consultative Process**

City Media consulted the community to determine where there are gaps in the communication channel and to identify where there are misconceptions/positive perceptions about immigration in London. This information is the foundation for the recommendations and key messaging in this plan.

Members of each of the target groups identified were contacted with a specific group of questions. The goal of the questions was to better understand the communication and perceptions among each target group (including their comfort with social media). All of the feedback was considered in developing the emerging messages and key recommendations in this plan.

The following questions were asked to each of the respective groups.

### **Questions for Ethno-Cultural Groups**

1. What is the biggest perception (positive or negative) about your community in London?
2. What change in perception would have the biggest impact for your community group?
3. Where do you believe these perceptions come from?
4. How comfortable is your community with technology?
5. What is your primary source of daily news and information in London?

### **Questions for System Partners**

1. What role does immigration play within your organization?
2. What are the biggest perceptions (positive or negative) about immigration that impact your organization?
3. Can you suggest some role models in your organization that could be part of a community database of leaders?
4. How do you use media to communicate your message?

### **Questions for Kitchen Table conversations at the Community Meeting on March 7**

1. What is the biggest myth/misconception and/or positive perceptions about immigration in London?
2. What change in perception would have the biggest impact (choose biggest myth/ perception)?
3. Where do you believe these misconceptions come from - traditional media or other sources?
4. How comfortable is your community with technology? Are most online? Using social networks like Facebook etc?
5. What is your primary source of daily news and information in London? Newspaper? Radio? Friends and networks? Online?

### **Questions for Host Community Focus Group**

1. What is the biggest myth/misconception and/or positive perceptions about immigration in London?
2. What change in perception would have the biggest impact (choose biggest myth/ perception)?
3. Where do you believe these misconceptions come from - traditional media or other sources?
4. How comfortable is your community with technology? Are most online? Using social networks like Facebook etc?
5. What is your primary source of daily news and information in London? Newspaper? Radio? Friends and networks? Online?

**Questions for Ethno-specific and Traditional Media Focus Group**

1. What is the biggest myth/misconception and/or positive perceptions about immigration in London?
2. What change in perception would have the biggest impact (choose biggest myth/ perception)?
3. Where do you believe these misconceptions come from - traditional media or other sources?
4. How comfortable is your community with technology? Are most online? Using social networks like Facebook etc?
5. How can we work together to change some of these misconceptions and build a stronger voice?

# Summary of Results

After consultation with the identified target groups there were strong consistencies in the overall responses. A summary of these results are listed below:

## 1. Perception Gap:

There is a significant gap in how the Immigrant communities view themselves versus how they are viewed by the Host community. The host community sees the immigrant community as a whole while the immigrant community views themselves as distinct.

**Perception among Immigrant Communities:** The diversity of the Immigrant community presents many challenges. Each community has their own culture and language and sees themselves as distinct from other Immigrant and ethno-cultural groups. They are uncomfortable being aggregated and viewed as one large immigrant community as a whole. Immigrant communities do not see themselves as part of a larger group.

**Perception of Immigrant Communities among the Host Community:** The Host community sees the Immigrant community as a whole. Although there is an understanding and recognition of the various cultures and languages, the host community views those who have immigrated to London as part of the Immigrant community (not part of a distinct immigrant community). This is a significant gap in perception between immigrant communities and host community.

## 2. Communication Gap:

There appears to be a strong initial reach out to the immigrant communities by local service organizations when it comes to individuals who are seeking specific information. However, gaps in second level of communication were consistently identified by the ethno-cultural groups.

This second level of communication is defined as more conversational “over the fence” neighbour style of communication. This type of communication was missing and the result is that many immigrants are feeling isolation, not belonging or “like an outsider” in their communities. Several causes were mentioned including the language barrier, busy lifestyle and lack of opportunities to connect or interact with the host community on this level. The cause may be related to the Perception Gap identified in #1.

### **3. Limited Voice / Visibility:**

The Immigrant community does not have a strong voice or visibility among both the media and the Host community. Ethno-cultural groups identified feelings of being invisible and or discriminated against.

Many of the misconceptions about immigration arise because there is no strong voice to advocate or stand up to some of the discriminating statements or to resolve the problem of invisibility. When there is a negative story in the media about an immigrant the issue is broadly assumed to represent all immigrants by the host community. In reality it is an individual case and not a story about the specific group or the immigrant community as a whole.

There is limited ability to advocate or change these misconceptions when there is no unified voice for the immigrant community. A unified voice can act as an advocate, media watchdog and help to develop more positive perceptions in the community to counteract the “bad news stories”. All target groups identified this issue.

### **4. Preferred Communication Channels:**

Each group was asked to identify their preferred communication channels and sources of news and information. All groups were very well versed in the Internet and social networking (Facebook).

The only group that didn't use social networking as one of their primary communication channels was some of the members of the host community focus group. This most likely represents an older demographic that wasn't comfortable with social networking.

Other communication channels included email, CBC and some mention of TV and radio. It should be noted that traditional print media was not preferred by the ethno-cultural groups most likely because it requires a strong understanding of written English.

## DEFINING SUCCESS

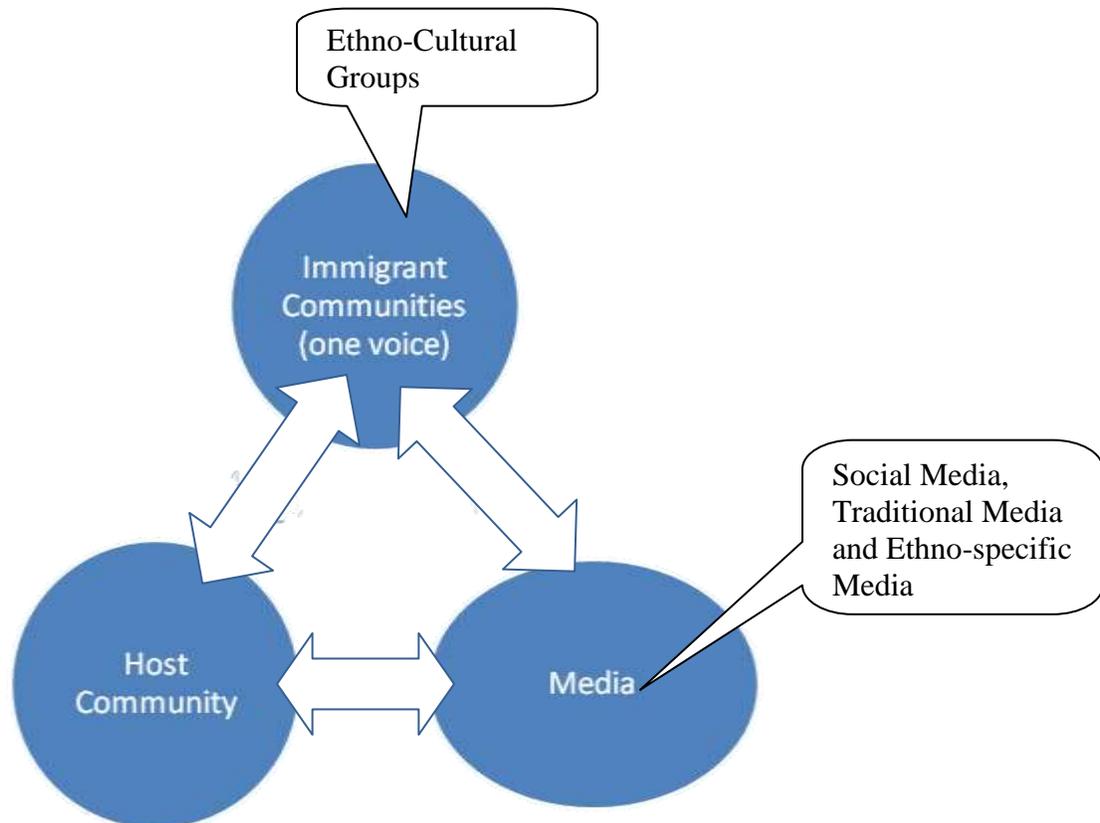
A successful communication plan will address these gaps:

- Perception Gap
- Communication Gap
- Limited Visibility of Immigrant Communities
- Changes in Communication Channels – move to social media versus traditional

The Immigrant Community should consider the benefits of operating as a single group in certain circumstances. There is resistance to losing the identity of a unique ethno-cultural group when we talk about the immigration community as a whole. However, when the immigrant community is talking to the host community or media, the immigrant community will benefit from the strength and visibility of being one voice. This collaborative voice can be compared to an orchestra with many instruments but one collective sound.

The advantages to encouraging the Ethno-cultural groups to think about being part of a larger immigrant community in addition to being part of a distinct group is that there is strength in numbers, there is an enhanced opportunity to take an advocacy role and stand up to some of the myths and misconceptions that are propagated in the media.

There is also an opportunity to engage in a positive dialogue with the host community as a whole. A successful communication strategy will embrace a two-way dialogue between all immigrant communities and the host community.



**Key Recommendations:**

**Improve communication among the Ethno-cultural Groups:**

Encourage immigrant communities to think and interact as one voice for the immigrant community without losing their identity as a unique ethno-cultural group.

**Improve perception about immigration in London among the host and media:**

Create opportunities to interact with the host community as a group and provide opportunities for advocacy and messaging about the immigrant community to the media.

**Improved conversations between immigrant and host communities:**

Create opportunities for second level “over the fence” neighbor style communication among both the host community and between immigrant communities.

**Leverage social networking and existing communication channels:**

These non-traditional communication channels offer an opportunity to reach many ethno-cultural groups in their respective languages and will make it easier for these distinct communities to interact as a group. There is also significant capacity in community and system partners to deliver targeted messaging.

| Objectives  | Deliverables  | Communication Channels  | Desired Outcome   |
|---|---|---|---|
| <b>Improved Communication among Ethno-cultural groups</b>   | Develop Key Messages to encourage dialogue among immigrant communities.   | Ethno-cultural groups (language specific)<br><br>System and community partners<br>Ethno specific media  | Break down barriers among immigrant communities.<br><br>Increase awareness of need to communicate as a group.   |
| <b>Improved perception about immigration in London among the host community and traditional media</b> | Develop advocacy and awareness of the characteristics of the Immigration community in London.<br><br>Media Literacy council<br><br>Positive role model database               | Social Media<br><br>System and Community partners<br><br>Ethno-specific and traditional media   | Create an opportunity for immigrant community to communicate as a group in certain circumstances.<br><br>Create transparency and bridge understanding between host and immigrant community. |
| <b>Improved conversations between immigrant and host communities</b>                                  | Develop a conversation / dialogue among Londoners (immigrant and host) about immigration.<br><br>Engage Community Leaders, Conversation leaders, Ethnic and Traditional Media | Social Media<br>Meet-ups<br>Presentations to community associations.<br>System and Community Partners<br><br>Ethno-specific and traditional media | Improved visibility in media<br>Improved visibility in host community   |

# Key Messages

## MESSAGE CRITERIA:

- Develop preliminary messages based on emerging messages.
- Certain messages should be language specific or readily translated.
- Messages should lead with values and benefits to a particular target audience.
- Messages should be consistent, jargon-free and express simple ideas that are of value to the target audience

The following key messages should be part of the communication plan:

### **Between Ethno-cultural and Community Groups:**

Develop localized multilingual messages for each group that reinforce the need for one voice for immigration in London while respecting the diversity and uniqueness of each community.

- Let's talk
- We are all from London
- We share our love for London
- There is strength in numbers
- Stand up for Immigration
- *One voice for diversity*
- Together we are one voice for the immigrant community

### **Improved Perception about immigration among Host Community:**

Develop specific messages for host community about immigration in London to encourage understanding and change perceptions.

- Welcome the world to London
- We all grow with Immigration
- *Diversity makes us better*

### **Increase Dialogue/ conversations between immigrant community and host community**

Develop specific messages that encourage dialogue and discussion between immigrants and host community to help break down barriers and improve understanding and belonging.

- *Let's talk*
- We stand together
- Ask us?
- Join the conversation – drives to social media where host community can participate in a conversation with immigrant community
- Get to know us London

**Develop relationships with community groups:** Identify community groups (places of worship and community organizations) who want to be involved in bridging the communication gap between the immigrant and host community. They may want to host events, talks or kitchen table conversations with members of the immigrant community. This can be supported with a communication package and “table topics” of suggested questions you may want to ask.

**Role Model Database:** Build a positive role model database and communicate progress about how immigrants have made positive contribution to our local economy and community. Key message: Real people, real stories.

**Create champions:** Encourage and nurture champions in the community who support immigration. When key messages are delivered by people who are known and trusted within communities, they are more memorable and more successful. If budget permits create promotional materials – including posters, key messages and other information – that these groups can share with their members and service users, encouraging them to take the lead within their communities.

### **Suggested Branding for LMLIP**

As the Local Immigration Partnership, the key message is the overall support for the community as a whole. Develop word of mouth assets: Email signature, Facebook page and consistent branding where ever logo is used. Suggested key messages include:

- Together we are stronger
- Immigration makes us better
- Everyone is welcome in London
- London is our home
- *Diversity makes us better*

## **Communication Channels**

**Build capacity through Community Partners:** Develop a map of partners and stakeholders that have capacity on their websites and within their communications for LMLIP. For example, the immigration portal and heritage council both have opportunities for LMLIP to promote and build engagement online.

**Maximize the impact of social media:** Develop social media map and promote key messages through social media, keeping people up to date. This presents a strong opportunity to generate discussion and engaging with community groups, individual citizens and organizations and to deliver key messaging in several languages.

**Ethno- Specific Media:** Leverage and engage the ethno specific media through a media council. Advertising and promotion through this channel is an effective way of targeting specific communities.

### **Content Development:**

A sustainable communication plan will succeed if there is consistently new fresh content in the communication channels (social media, press releases). This may require a social media manager to develop these relationships and content that is engaging and builds appropriate discussion in the community.

Think about doing some short videos with people from the community talking about why immigration is important to them – and post them on your website, Facebook page or YouTube channel. These can also be linked through email and community partners.

# Summary of Key Messages/Communication Channel

| Objective  | Message   | Target                                       | Channel   | Language         |
|--|---|--|---|------------------|
| Voice for Immigrant Community  | Together we are better<br><br>We are one<br><br>Strength in Numbers | Ethno – Cultural Groups                      | Social Media<br>Ethno-Specific Media  | Multilingual     |
| Conversation btwn Host and Immigrant Communities                                 | Let's Talk  | Ethno- Cultural Groups<br><br>Host Community | System and Channel Partners to drive to social media.<br><br>Posters and messages that are language specific in community centres | Multilingual     |
| Conversation btwn Host and Immigrant Communities                                 | Get to Know London – join the conversation                          | Ethno –Cultural Groups<br><br>Host Community | Social Media<br><br>Community Meetings  | Multilingual     |
| Conversation btwn Host and Immigrant Communities and among immigrant communities | London is Home  | Ethno-Cultural Groups<br><br>Host Community  | LMLIP and Community partners  | English / French |
| Changing perceptions among host and immigrant communities                        | Where are you from?   | Ethno-Cultural Groups<br><br>Host Community  | Social Media<br>Traditional media   | English/French   |
| Changing perceptions in host community   | Don't be shy London – ask us!                                       | Host Community                               | Social Media<br><br>Traditional media   | English/French   |

# Summary of Recommendations

## **Develop Partnership and Stakeholder Map**

Recommend that LMLIP map out all community partners and stakeholders and offer reciprocal links on websites to encourage cross traffic. There are also additional communication options on stakeholder websites for LMLIP to add content that supports overall vision. This includes posting an article or a profile on stakeholder websites. A banner network on all stakeholder sites should be explored to make it easy to cross promote services.

## **Develop Social Media Map**

Recommend that LMLIP map out all Ethno-Cultural and Community Organizations, all system partners and community partners with a social media presence. Once the social media map is complete all partners can connect and post respectively on each other's pages in multiple languages. This would open up a new robust communication channel for LMLIP.

## **Develop Media Council**

Ethno – specific media are seeking an opportunity to educate and engage their readers and are a strong component of the communication channel. It would be an excellent opportunity to engage this group as a council as partners in the communication strategy.

## **Key Messaging among Ethno-Cultural Groups**

Initiate campaign to begin to develop awareness among ethno-cultural groups and to encourage thinking as a part of a larger immigration community. Leverage social media channels, partnerships and stakeholders and ethno-specific media.

## **Key Messaging to begin to change perceptions among host community about immigration:**

Initiate campaign to change perceptions among host community about immigration in London. Launch role model database, leverage system and community partners, social media and traditional media (press releases and advertising).

## **Key Messaging to start dialogue between host community and immigrant community:**

Develop social media page and dialogue on Facebook to engage host and immigrant communities in a conversation. Although this is a long-term goal it should be addressed as part of the core plan and it will slowly develop over the next year.

This should also include a Multilingual Social Networking Platform

Leverage social media to engage Ethno-communities in dialogue and discussion in Mother tongue, Aggregation Ethno-communities to one voice, Translate and communicate to host community

**Additional Considerations****Media Awareness/Education/ Social Media Training**

LMLIP should consider holding more orientation sessions for ethno-cultural and community organizations assisting them in developing a more robust and consistent social media presence. Also a better understanding of media literacy in London is critical – this can be accomplished with a media literacy council.

**Create multilingual ads for media partners, banners for websites and community specific posters**

Media and community partners may promote key messages when space permits on both the web and in print. In addition there may be capacity among current partners.

**Host a broad discussion on promotional strategies and collaboration among partners and**

**LMLIP:** LMLIP could also provide agencies with design templates for the production of flyers, brochures, posters and other promotional materials. This will ensure visual consistency among programs and will contribute towards the building of a distinct brand.

## EVALUATION METHODS

There were a number of discussions regarding the evaluation process of this communications plan. Since we are embarking on a new plan and strategy, at this time, quantitative measurements may not be an appropriate evaluation method.

It is important to keep the broad objective top of mind and refer to it frequently to ensure the communication plan is following the core guidelines outlined in the strategic plan. It was also suggested that perhaps a better understanding of where we are now in terms of public perception might serve as a benchmark for future initiatives. This would be a public survey among the host community to measure current myths and misconceptions about immigration in London.

The following evaluation methods are based on the assumption that an increase in awareness among the target audiences about the positive impact of immigration will inevitably improve the integration of immigrants in London.

- ❑ LMLIP should harmonize the process of communication and information gathering across this sector. This must be done in full collaboration with the sector to ensure buy-in. For example, all intake questionnaires should have questions about where the newcomer found a brochure or other promotional material and if the newcomer found the information useful.
- ❑ All stakeholders and partners should link to the other websites. At that point LMLIP could enhance its website tracking tools to help measure the effectiveness of this communication plan.
- ❑ Once all stakeholders and partners have been identified in the social media map then the amount of activity and participation in the social media channel can be easily monitored.
- ❑ Regular media review to assess if there has been a change in how the media portrays immigrants in London and the level of media engagement through media council, coverage and social media engagement.

# Rollout plan

What follows is an outline of a rollout plan for this communications plan. The final rollout plan will need to be adjusted to reflect budget and specific priorities:

- Communicate the objectives of the communication plan to the stakeholders
  - Summarise the findings and share with community agencies at conferences and other meetings.
  - LMLIP may want to think about establishing a joint Communication-Community working group to work on a joint communication approach.
- Work with stakeholders to encourage a full promotional campaign. This is a key element of the rollout plan and one that may be the most difficult to coordinate. However, the discussions and interviews we had with services providers show that this approach could be very effective. We recommend breaking down this item into the following more manageable pieces:
  - Reach an agreement on the different materials to be used in the communication strategy (e.g. posters, brochures, etc.).
  - Agree on standardized templates to promote services.
- Rewrite and redesign promotional materials and test copy and messages in focus groups. Focus groups should be conducted within specific communities as well as with service partners. Translate materials into different languages.

## Work Plan:

The scope of the plan if fully implemented should take one year. It is a building plan and the core components are dependent on each other. Brief overview breaks down as follows:

**Q1: Develop core Communication Channels**

**Q2: Improve communication among the Ethno-cultural Groups**

**Q3: Improve Perception about Immigration among Host Community**

**Q4: Improved conversations between Immigrant and Host Community**

Suggested Implementation is based on the following work plan.

| <b>Date</b>       | <b>Strategic Objective</b>                        | <b>Key Tasks</b>   | <b>Communication Channel</b>   |
|-------------------|---|--|--|
| Q1 April/May/June | Develop core Communication Channels               | <p>Develop partner and stakeholder maps – build capacity and opportunity for messages.</p> <p>Explore banner promotion on partner sites for cross promotion.</p> <p>Develop social media map of ethno-cultural groups and partners.</p> <p>Establish Media Council</p>   |  |
| Q2 July/Aug/Sept  | Improve Communication among Ethno-Cultural Groups | <p>Begin Key messaging to encourage ethno-cultural groups to think like a community</p> <p>Engage community through advocacy – comments on media or email campaigns as a group.</p> <p>Focus on core values /commonalities such as employment.</p> <p>May be a need for social media workshop.</p> <p>Develop opportunities where ethno-cultural groups can interact.</p> <p>Engage community leaders and ethno-specific media to lead the dialogue.</p> | <p>Partners and stakeholders with capacity.</p> <p>Social media network as outreach to ethno-cultural groups and partners – language specific.</p> <p>Ethno-specific media</p> |

|                |   |   |   |
|----------------|---|---|---|
|                |   |   |   |
| Q3 Oct/Nov/Dec | Improve perception about immigration in London among host community and media | <p>Media watchdog – extension of advocacy developed in previous quarter.</p> <p>Promotion of role model database to media partners</p> <p>Press releases with positive messaging to media</p> <p>Key messages directed to host community through partners, stakeholders and traditional media (if budget)</p> | <p>Partners and stakeholder capacity as identified in Q1</p> <p>Social media network.</p> <p>Ethnic and Traditional Media (radio and TV with a push to a key message – ie Diversity makes us better).</p> |
| Q4 Jan/Feb/Mar | Improved conversation between immigrant and host communities                  | <p>Develop social media dialogue btwn host and immigrant communities</p> <p>Q&amp;A format to encourage questions and conversation</p> <p>Extension to neighbourhood meet-ups where people can get to know their neighbours</p>   | <p>Ethnic and Traditional media</p> <p>Social Media Network</p> <p>Partners and Stakeholders</p>  |

# Critical Path

This critical path is only to serve as a guideline for a more detailed breakdown once priorities and resources have been determined. Also, it only reflects the item in the rollout plan, which in our view, should be implemented as soon as possible.

| Action item/ Months   | April | May | June |
|---|-------|-----|------|
| <b>Q1</b>   |       |     |      |
| Capacity Map  | X     |     |      |
| Social Media Map for Ethno-cultural groups                        | X     |     |      |
| Establish Media Council   | X     |     |      |
| Establish LIP Facebook and Twitter Accounts                       |       | x   |      |
| Establish links to identified partners                            |       | x   |      |
| Establish links to Ethno-cultural groups                          |       | x   | x    |
| Host Broad Discussion on collaboration among partners             |       | x   |      |
| Explore /implement banner opportunity among partners              |       | x   | x    |
| Set up metrics to track facebook pages, fans, links and web views |       | x   | x    |

| Action item/ Months   | July | Aug | Sept |
|---|------|-----|------|
| <b>Q2</b>   |      |     |      |
| Develop ads print and online for partners   | X    |     |      |
| Develop media kit for ethno-specific media in language specific ads using messaging to encourage Ethno-cultural groups to work together | X    | x   |      |
| Develop media kit for traditional media using messaging to improve communication betwn immigrant and host community                     |      |     |      |
| Explore /Identify opportunities with community partners where ethno-cultural groups can interact or work together                       | X    | x   |      |
| Promote and test ads with focus groups and media council  | X    | x   |      |
| Launch key messaging campaign through social media network, partners and ethnic media   |      |     | x    |
| Launch advocacy programs through same media channels – media watchdog, email campaign etc   |      |     | x    |
| Host Social Media session   |      |     | x    |
| Develop Role Model Database   |      | x   | x    |

| Action item/ Months  | Oct | Nov | Dec |
|--|-----|-----|-----|
| <b>Q3</b>  |     |     |     |
| Launch campaign to improve communication between host and immigrant community  | X   | x   | x   |
| Utilize key messaging through all established media channels (stakeholder, partner, ethno-cultural groups, ethno specific media and traditional media) | X   | x   | x   |
| Promotion of role model database through communication channels  | X   | x   | x   |
| Engage Community leaders to participate in advocacy, role model database and engage in discussions in social media network                             | X   | X   | x   |
| Ads in traditional and ethno-specific media (if budget)  | X   | x   | x   |
| Maintain and develop programs identified in previous quarters  | X   | x   | x   |
| Measure traffic, social media and online participation   | X   | x   |     |

| Action item/ Months   | Jan | Feb | Mar |
|---|-----|-----|-----|
| <b>Q4</b>   |     |     |     |
| Launch campaign to develop more conversation between host and immigrant community   | X   | x   | x   |
| Utilize key messaging with a push to join the conversation through all established media channels (stakeholder, partner, ethno-cultural groups, ethno specific media and traditional media) | X   | x   | x   |
| Promote key messages as they are generated out of social media to traditional media through press release   | X   | x   | x   |
| Promote advocacy role to both immigrant communities and media through press release and social media  | X   | X   | x   |
| Ads in traditional and ethno-specific media (if budget)   | X   | x   | x   |
| Maintain and develop programs identified in previous quarters   | X   | x   | x   |
| Measure traffic, social media and online participation  | X   | x   |     |
| LMLIP should engage and participate in dialogue on social media   | X   | x   | x   |
| LMLIP should encourage media to contact for a view or opinion from the immigrant community  | X   | X   | x   |