



ATTRACTING IMMIGRANT NEWCOMERS

27

**MUNICIPAL
IMPLEMENTATION
TOOL #27**

OCTOBER 2015

This brochure is one in a series of Municipal Implementation Tools (MITs) available to local governments and planning partners to assist in implementing the region's long-range plan, *Connections 2040: Plan for Greater Philadelphia*. Prepared and adopted by the Delaware Valley Regional Planning Commission (DVRPC), the long-range plan provides a sustainable land use and transportation vision for the region's growth and development through the year 2040. *Connections 2040* establishes four key strategies that are essential to realizing a sustainable future:

- Manage growth and protect the environment.
- Create livable communities.
- Build the economy.
- Establish a modern, multimodal transportation system.

Municipal governments have the primary authority and responsibility to implement these policies. The MIT series is designed to introduce local officials and citizens to planning techniques that may be useful in their communities. Each MIT covers a different topic and provides an overview of the use of the tool, the benefits, and best practices from within and beyond the Greater Philadelphia region. For additional information about DVRPC and the Connections planning process, please visit www.dvrpc.org/Connections/2040.

To learn about and download additional MIT brochures, visit www.dvrpc.org/asp/PublicationSearch. Select "Type of Report" under "What to Search For," and "Municipal Implementation Tool" from the list presented.

Local economic development is of critical concern for municipalities, and much effort is put into the development of economic development strategies and initiatives. Actively working to attract immigrant¹ newcomers is an emerging strategy many forward-thinking municipalities are employing.

While hard-working, entrepreneurial immigrants have long been considered critical to economic development in the United States, their contributions take on greater significance as the nation's native population rapidly ages and the number of native-born in the workforce declines. As the native population grows older, the institutions on which they rely in retirement (Social Security, Medicare, pensions, etc.) will be increasingly funded by immigrants and the children of immigrants in the workforce.²

Population growth is critical to growing the economy of the United States and maintaining the number of service-age Americans, and it occurs two ways: through net migration (immigrants minus emigrants) and natural increase (births minus deaths). In the United States, migration is expected to overtake natural increase as the leading contributor to population between 2027 and 2038.³

In addition to growing the U.S. population and contributing to the labor force, immigrants also spur economic development by opening businesses at a higher rate than native-born people.⁴ A report by the Fiscal Policy Institute using the 2007 Survey of Business Owners (the

1 The term 'immigrant' refers to the foreign-born population as defined by the U.S. Census Bureau: it includes anyone who is not a U.S. citizen at birth, including those who become U.S. citizens through naturalization.

2 Emily Brown and Swati Gosh, *The Economic Development Impacts of Immigration*. (International Economic Development Council, July 10, 2013)

3 U.S. Census Bureau, *International Migration Is Projected to Become Primary Driver of U.S. Population Growth for First Time in Nearly Two Centuries* (Press Release CB13-89, May 15, 2013)

4 Robert W. Fairlie, *Immigrant Entrepreneurs and Small Business Owners, and Their Access to Financial Capital*. (U.S. Small Business Administration, Office of Advocacy, May 2012).

most recent data available) showed that immigrant-owned small businesses generated an estimated \$775 billion in annual receipts and employed an estimated 4.7 million people.⁵

Furthermore, while immigrants make up only 13 percent of the population, they represent 28 percent of “Main Street” business owners.⁶ Main Street businesses are those in Retail (florists, grocers, etc.), Accommodation and Food Services (restaurants, bars, etc.), and Neighborhood Services (nail salons, dry cleaners, etc.); these are the types of businesses present in every community. Main Street businesses contribute to local economies by making areas more attractive places and increasing consumer spending.

As more and more municipalities across the country have realized how immigrants contribute to economic development, there has been increasing competition to attract immigrants. Many municipalities have even launched campaigns to bring new immigrants to their communities. Philadelphia was an early leader in this push—when Mayor Michael Nutter announced in 2008 that he planned to increase the city’s population by 75,000 people and that a major part of his strategy was to attract immigrant newcomers, his goal was more than achieved by the city in the subsequent five years. (According to the U.S. Census Bureau’s website, Philadelphia’s population in 2008 was 1,447,395 people and in 2013 it was 1,553,165 people, an increase of over 100,000 people.)

In the Greater Philadelphia region, immigrants have greatly contributed to suburban growth since 1990. The Metropolitan Philadelphia Indicators Project (MPIP) of Temple University looked at how much

⁵ David Dyssegaard Kallick, *Immigrant Small Business Owners: A Significant and Growing Part of the Economy*. (New York: Fiscal Policy Institute’s Immigration Research Initiative, June 2012).

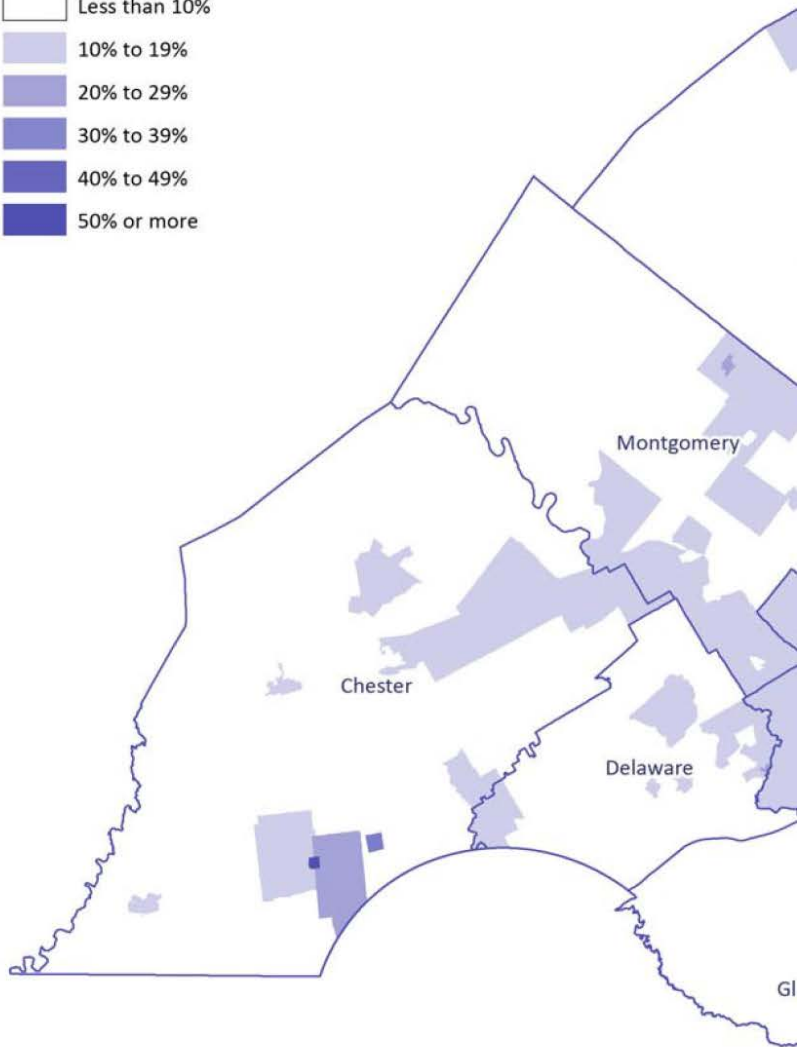
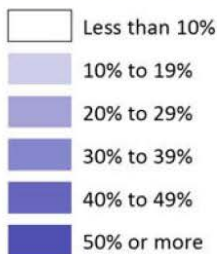
⁶ David Dyssegaard Kallick, *Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow*. (New York: Fiscal Policy Institute’s Immigration Research Initiative, January 2015).

population growth in the suburbs was attributable to immigrant newcomers and found that in 25 suburban communities, immigrants not only accounted for all of the population gain but also replenished losses in the population that had been living there in 1990. MPIP's research shows that "in a number of older communities, the arrival of immigrants made the difference between modest growth and a flat—or even shrinking—population."⁷

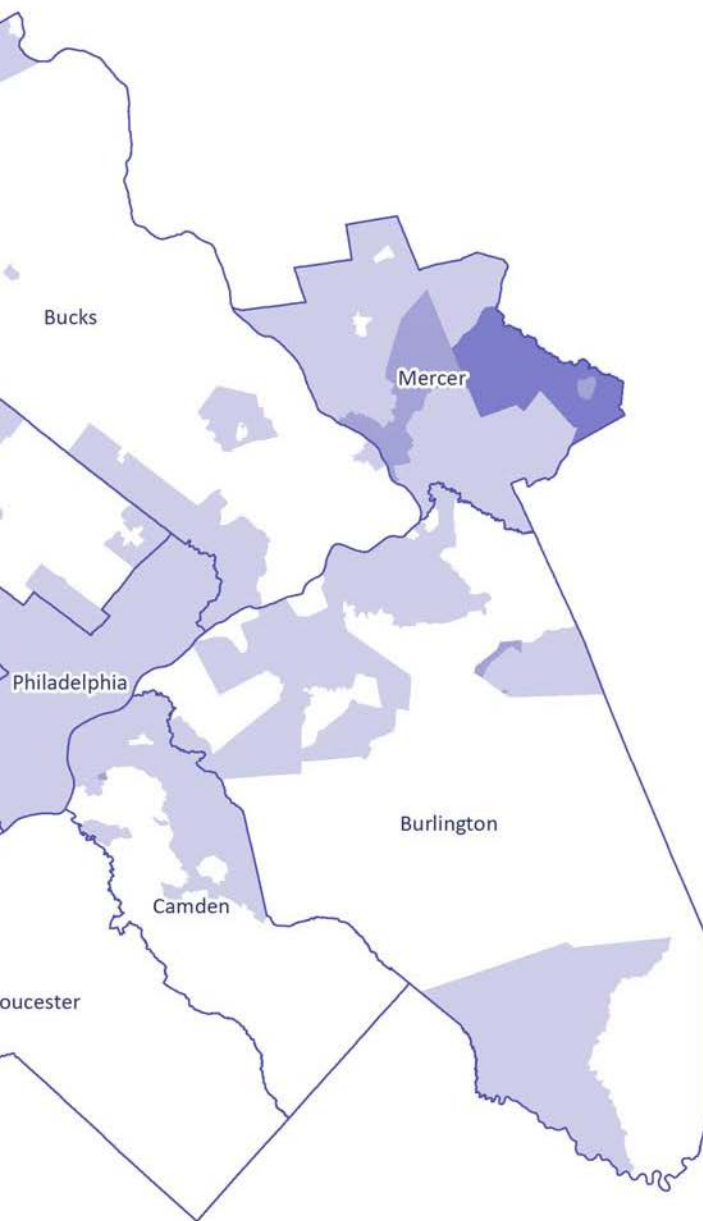
Recently the Welcoming Center for New Pennsylvanians, a nonprofit economic development organization, released a report—*Choosing Philadelphia: Attracting and Retaining Immigrant Newcomers*—that looks at why immigrants live in Greater Philadelphia and what their experiences have been like. They interviewed 364 people, all immigrants to the Greater Philadelphia region, about why they chose to live in the area. What they learned was very interesting and, perhaps not surprising given current U.S. immigration policy, social and family ties are the strongest draw to the region.⁸ They also learned that jobs and education were the other top two reasons immigrants chose Philadelphia.

⁷ Metropolitan Philadelphia Indicators Project, *Immigration Helps Fuel Suburban Growth* (Policy Brief, September 2011)

⁸ Welcoming Center for New Pennsylvanians, *Choosing Philadelphia: Attracting and Retaining Immigrant Newcomers* (Philadelphia: Welcoming Center for New Pennsylvanians, June 2014).

Percent Foreign-born in the DVRPC Region, by Municipality⁹

⁹ U.S. Census Bureau, 2008-2012 American Community Survey 5-year Estimates, B05012; DVRPC 2015.



The previous map shows the geographic distribution of immigrants while the charts below list the municipalities with the largest number and percent immigrant populations in the DVRPC region.

Municipalities with Greatest Number of Foreign-born Residents in the DVRPC Region¹⁰

Municipality	County	State	Total Population	Native	Foreign-born
Philadelphia City	Philadelphia	PA	1,536,704	1,349,791	186,913
Trenton City	Mercer	NJ	84,609	64,605	20,004
Upper Darby Township	Delaware	PA	82,724	66,485	16,239
Hamilton Township	Mercer	NJ	88,648	76,392	12,256
Cherry Hill Township	Camden	NJ	71,094	59,657	11,437
West Windsor Township	Mercer	NJ	27,711	17,427	10,284
Camden City	Camden	NJ	77,356	67,242	10,114
Bensalem Township	Bucks	PA	60,453	50,681	9,772
East Windsor Township	Mercer	NJ	27,295	18,740	8,555
Lawrence Township	Mercer	NJ	33,228	24,955	8,273
Lower Merion Township	Montgomery	PA	58,009	50,157	7,852
Princeton	Mercer	NJ	28,621	21,631	6,990
Norristown Borough	Montgomery	PA	34,330	27,879	6,451
Voorhees Township	Camden	NJ	29,261	23,394	5,867
Abington Township	Montgomery	PA	55,433	49,877	5,556

¹⁰ U.S. Census Bureau, 2009-2013 American Community Survey 5-year Estimates, B06003

Municipalities with Highest Percentage of Foreign-born Residents in the DVRPC Region¹¹

Municipality	County	State	Total Population	% Native	% Foreign-born
Millbourne Borough	Delaware	PA	1,142	41.5%	58.5%
Avondale Borough	Chester	PA	1,840	51.4%	48.6%
West Windsor Township	Mercer	NJ	27,711	62.9%	37.1%
Kennett Square Borough	Chester	PA	6,078	63.1%	36.9%
East Windsor Township	Mercer	NJ	27,295	68.7%	31.3%
Colwyn Borough	Delaware	PA	2,543	70.8%	29.2%
Hatfield Borough	Montgomery	PA	3,291	73.2%	26.8%
Hightstown Borough	Mercer	NJ	5,538	74.1%	25.9%
Lawrence Township	Mercer	NJ	33,228	75.1%	24.9%
Princeton	Mercer	NJ	28,621	75.6%	24.4%
Trenton City	Mercer	NJ	84,609	76.4%	23.6%
Woodlynne Borough	Camden	NJ	2,966	77.5%	22.5%
Wrightstown Borough	Burlington	NJ	808	78.2%	21.8%
New Garden Township	Chester	PA	12,006	78.6%	21.4%
East Lansdowne Borough	Delaware	PA	2,667	78.8%	21.2%

11. U.S. Census Bureau, 2009-2013 American Community Survey 5-year Estimates, B06003

As part of its Data Snapshot series on immigration, DVRPC conducted interviews with immigrant business owners in three communities in the region. These business owners cited job availability, family or ethnic ties, and strong public schools, respectively, as the three top reasons they chose the municipalities in which they live.¹²

Moving forward, there is reason to believe that the DVRPC region will continue to be home to many immigrants. Firstly, current U.S. immigration policy favors family reunification, and many immigrants already in the region will bring additional family members to this country. Secondly, many immigrants come to the region for educational opportunities.¹³ Thirdly, immigrants follow employment opportunities, of which there are many in the region for both highly skilled and unskilled workers. As noted in Data Snapshot 3.2: Immigration: Municipalities with High Numbers of Foreign-Born Residents: Philadelphia, Upper Darby, and East Windsor, nearly seventy-five percent of Greater Philadelphia's labor force growth since 2000 is due to immigrants.¹⁴

This brochure takes the answers provided by immigrant business owners to DVRPC during its previous research and lessons learned from immigrant welcoming programs across the country to help municipalities understand how to successfully attract new immigrant residents.

12 Delaware Valley Regional Planning Commission, *Data Snapshot Series 3, No. 4: Immigration: Spotlight on Immigrant Business Owners: Cheltenham, Cherry Hill, and Millbourne*. (Philadelphia: DVRPC, April 2015).

13 As noted in Data Snapshot 3.2 in this series, Greater Philadelphia universities grant more first professional degrees per 10,000 residents than those in any other metropolitan region in the country.

14 Audrey Singer et al, *Recent Immigration to Philadelphia: Regional Change in a Re-Emerging Gateway*. (Washington, DC: Metropolitan Policy Program at Brookings, November 2008).



Welcoming America, a national group that works with communities across the country to become immigrant friendly, defines a welcoming community as one that:

- **PLANS:** All relevant sectors, such as government, business, nonprofit, and others are engaged to work together to create a welcoming community climate that supports long-term integration.
- **COMMITTS:** Commitments are made to institutionalize strategies that ensure the ongoing inclusion and long-term economic and social integration of newcomers.
- **BUILDS COMMUNITY:** Newcomers and long-time residents are engaged to find common ground and shared leadership.
- **COMMUNICATES:** Messages of unity and shared values permeate the community through the media, through the voice of leaders, and among residents.
- **SUSTAINS:** Policies and practices are considered in order to ensure that interactions between new and longer-term Americans remain positive ones and the community's economic vitality remains strong.

This brochure details the recommendations of immigrant business owners interviewed by DVRPC. These are the things they believe municipalities can do that will contribute most to creating a welcoming environment for immigrants:

- Provide/support English as a second language (ESL) education for adults.
- Provide strong public schools.
- Provide access to affordable, high-quality childcare and preschool programs.
- Ensure that neighborhoods are safe and clean.
- Have an up-to-date retail district plan.
- Provide access to required training.
- Promote existing assistance programs.
- Provide business start-up funding and favorable business tax laws.



Provide/Support Language Education (ESL) for Adults

Many immigrants arrive in the United States with limited or no English-language proficiency, which presents an immediate barrier to employment and education and must be overcome. Without English-language proficiency, immigrants cannot integrate smoothly into American life; however, providing ESL programs that are accessible to those that need them can be challenging due to a variety of factors. Many immigrants do not have access to private transportation and are dependent on public transit. Others have children to care for and cannot afford childcare without employment income. Still others are working entry-level or low-skill jobs without flexible hours. Considering the unique needs of new or recent immigrants is critical to providing access to ESL education. Successful programs have:

- classes available during non-work hours;
- childcare provided for participants;
- classes offered at no cost;
- job training and career development incorporated into the language classes;
- courses customized based on a participant's entry skill level and areas of career interest (not a one-size-fits-all curriculum);
- class locations accessible to those without private transportation; and
- classes that include citizenship education.

Research shows that immigrants are more likely than native-born Americans to start new businesses; according to the business owners interviewed by DVRPC, acquisition of English-language skills was crucial to their entrepreneurship.



Provide Strong Public Schools

Each immigrant interviewed by DVRPC talked about the importance of public education, both as a factor in deciding where to live and when discussing what municipalities can do to attract more immigrants to their communities. In an era of ever-increasing budget cuts, municipalities must reach out to their communities to work collaboratively to keep public schools running smoothly and providing quality programs for their children.

In the Philadelphia neighborhood of Mt. Airy—long recognized as a unique place because of its history of racial integration—strengthening local schools is viewed not only as important in maintaining its diverse residential population, but also as a tool to attract immigrant newcomers. Local neighborhood coalitions raised money to invest in resources for public schools and organized tours for local realtors that showcased their successful programs, including STEM (science, technology, engineering, and math) and orchestra. It is not enough to

provide quality public education—potential residents must hear about it also.

Shaker Heights, an inner-ring suburb of Cleveland, Ohio, has had much success in recent years in attracting new immigrant residents, many of whom cite the strong public schools as a major factor in their decision to live there. Their Boulevard Elementary School is authorized as an International Baccalaureate (IB) World School, meaning that it offers an internationally recognized, rigorous academic curriculum. It receives support, curriculum, and professional development from IB, which research has shown produces better-performing students in global rankings. Immigrant students integrate easily into IB schools where cultural awareness is valued and all students learn to speak at least two languages.

Public schools can also serve as community hubs, allowing municipalities an important avenue to reach out to immigrant communities. Advertising municipal services available to immigrant families in the schools that their children attend can increase awareness of and participation in these programs. Municipalities' investments in quality educational programs and partnerships with local schools can both attract new immigrant families and support them as they transition to life in a new community.



Provide Access to Affordable, High-Quality Childcare and Preschool Programs

Like all working parents, immigrant parents—particularly female immigrants, many of whom come from traditional cultures and bear the primary childcare burden—need access to affordable, high-quality childcare programs. (Affordable childcare is defined by the U.S. Department of Health and Human Services as costing no more than 10 percent of a family’s income.) It is well documented that the early years of life are formative, and a child’s early experiences are the foundation for his or her later development and achievement.

A recent look by the Kindergarten Readiness Assessment that compared students from Baltimore, Maryland’s preschool program (which offers free pre-kindergarten to four-year-olds in its district) to those in the rest of the state showed that of those students who attended pre-kindergarten through Baltimore City Schools, 57.7 percent showed readiness for kindergarten compared to just 46.8 percent statewide. Los Angeles students enrolled for just one year in preschool through Los Angeles Universal Preschool (LAUP), a nonprofit program that works to increase preschool access and affordability in Los Angeles, California,

surpassed national averages in math, letter recognition, social skills, and attention levels.

The number of four-year-olds attending preschool programs has steadily increased over the past decade, even as per-pupil spending by states has decreased.¹⁵ However, despite spending cuts, forward-thinking municipalities across the country are still working to ensure access for all children to high-quality childcare and preschool programs. Indeed, recent research in California shows that for every dollar invested in high-quality preschool education, the state sees a return of \$2.62.¹⁶ While the benefits of preschool attendance are well documented for all children, English-language learners and Hispanic children in particular benefit greatly from quality preschool education.¹⁷

In their cost-benefit analysis of preschool education in California, the RAND Corporation defined “high-quality” preschool programs as having the following characteristics:

- Participation is voluntary for all age-eligible children.
- Enrollment is of four-year-olds.
- Children participate for approximately 525 hours per year.
- Extended-day care is available and financed by other sources.
- Maximum class size is capped at 20 with a staff—child ratio of 1:10.
- Each classroom has a head teacher with at least a bachelor-level education with an early childhood education credential and an assistant teacher with an associate-level degree.

15 W. Steven Barnett, Ph.D., and Megan E. Carolan, MPP, *Trends in State Funded Preschool Programs: Survey Findings from 2001—2002 to 2011—2012*. (Center on Enhancing Early Learning Outcomes, National Institute for Early Education Research, and Rutgers University, June 2013).

16 Lynn A. Karoly and James H. Bigelow, *The Economics of Investing in Universal Preschool Education in California*. (Santa Monica, CA: RAND Corporation, 2005).

17 Barnett and Carolan, *Trends in State Funded Preschool Programs*.

- Programs are fully funded through public funding.

LAUP defines the following characteristics as key components of their successful programs that can be replicated in other places:

- creating new preschool spaces efficiently (reusing existing vacant spaces in addition to new ones);
- making preschool more affordable (all programs are little to no cost);
- giving preschools the funding they need (for both materials and qualified teachers);
- continuously improving quality;
- letting families choose (offering a wide range of preschool types); and
- connecting their programs to their communities (involving families in decision making and working to overcome cultural and linguistic barriers).



Ensure that Neighborhoods Are Safe and Clean

When immigrants look for neighborhoods in which to locate their families, safety—including quick police response-time averages—is a top priority, and cleanliness is also an important factor. According to interviewees, a neighborhood’s cleanliness provides an indicator of how much the community is cared for and helps to increase the perception of safety. Most municipalities already list safety and cleanliness among their priorities; however, there are several often-overlooked techniques that can assist in achieving these objectives.

Researchers at the University of Illinois found that neighborhoods adjacent to green spaces actually have fewer violent and property crimes than others. Moreover, residents of those neighborhoods tend to support and protect each other.¹⁸ Four key points about public green space emerged from this research:

- Time spent in nature immediately adjacent to home helps people to relieve mental fatigue, reducing aggression.

¹⁸ City Parks Forum, *How Cities Use Parks to... Create Safer Neighborhoods*. (Chicago: American Planning Association, 2003).

- Green residential spaces are gathering places where neighbors form social ties that produce stronger, safer neighborhoods.
- Barren spaces are more frightening to people and are more crime prone than parks landscaped with greenery and open vistas.
- In order to make the best use of greenery and open space, it must be positively incorporated into a community's design.

Business Improvement Districts (BIDs) exist in commercial districts and along commercial corridors to supplement municipal services provided. They are usually financed by local business and/or property owners within the established district and used to fund a variety of programs from coordinated seasonal plantings to increased security to storefront renovations. Because BIDs are privately financed, they can use funds flexibly and respond to specific needs. Although BIDs have not been documented to have positive impacts on residential values (they do not show negative effects, either), they have been shown to increase commercial values by about fifteen percent.¹⁹ Having a thriving business district or commercial corridor benefits the entire community and contributes to positive perceptions about it.

Finally, the importance of community partnerships cannot be overlooked in keeping communities clean and safe. When municipalities partner with residents, they learn first hand of residents' priorities and can enlist the help of residents in achieving municipal goals. Holding regular community meetings where residents can express concerns and propose ideas is the first step in developing partnerships. Once local priorities are established, municipalities can work with residents to determine the most effective methods of addressing them.

¹⁹ Furman Center Policy Brief, *The Benefits of Business Improvement Districts: Evidence from New York City*. (New York: Furman Center for Real Estate & Urban Policy, New York University, July 2007).



Have an Up-To-Date Retail District Plan

One surprising finding of DVRPC's interviews with immigrant business owners was how many mentioned the importance of retail district plans. Long-time residents may have a good intuitive sense of what the local business mix lacks, but for newcomers looking to fill a market need, having a retail district plan is very helpful. A good retail district plan looks at a community's retail mix, its existing infrastructure, and its market demand to identify unmet market segments and attract new, viable businesses. Creating a retail district plan can be the first step towards promoting continued success or revitalization. DVRPC's recent report, *Revitalizing Suburban Retail Districts* (www.dvrpc.org/reports/13070.pdf), lists the key elements of retail district plans:

- a realistic vision;
- clearly defined goals and strategies;
- identification of stakeholders;
- community profile (with retail inventory);
- evaluation of retail opportunities and constraints; and
- outreach strategy.

In addition, the report discusses in detail the elements of retail districts that are important to their success—management, retail-appropriateness, pedestrian-friendliness, parking options, unification, transit-accessibility, and programming—and how to improve upon them.



Provide Access to Required Training

Many businesses require specialized training for owners and employees. For example, food service businesses typically require food safety handling certification while industrial businesses may require certification in manufacturing safety standards. In many instances, these trainings are provided by private companies for a fee. In addition to specialized training, some municipalities have reporting requirements for businesses. Providing residents with access to training required by their industry sector and local government regulations can increase the likelihood of their success as business owners and seems particularly useful for immigrants, for whom accessibility and affordability of required trainings may be a barrier. The types of training provided should be determined locally based on municipal requirements and the predominant business sectors therein.



Promote Existing Assistance Programs

Most municipalities have existing assistance programs available to immigrants. These may include social services, language/translation/ESL services, housing assistance, job coaching, etc. In interviewing immigrant business owners, DVRPC heard statements like, “I only learned of the ESL program after I was proficient in English” or “I didn’t know what was available until my child’s teacher told me.” Overall, those interviewed believed that municipalities offered a wide range of helpful programs, but did a poor job advertising them.

Instead of relying on new immigrants to discover available services on their own, some municipalities have chosen to aggregate information about all known resources in the community, both public and private, on a single website offered in many languages. Others have sought out groups already involved with the immigrant community to assist them in advertising services available, even if those groups typically have operated outside of the municipal realm. The Community Resources tab of the Mayor’s Office of Immigrant and Multicultural Affairs in Philadelphia’s “Access to Services” web page is a great example of this. Determining the best outreach strategy is unique to each community, however, recognizing that merely providing programs and relying on immigrants to discover them is not adequate and that looking for ways to market existing programs more effectively is important.



Provide Business Start-Up Funding and Favorable Business Tax Laws

In addition to a lack of English-language proficiency, start-up funding was the main barrier that immigrant business owners had to overcome when starting their businesses in the United States. In some cases, the economic system in an immigrant's home country was completely different than the one in the United States and they had a significant learning curve in trying to understand the concept of American banking and the loan process in general. In other cases immigrants did not have anything that could serve as collateral in securing a loan from an American bank. Some immigrants also expressed distrust in banking and were therefore discouraged from approaching American banks for financing. All but one of the immigrants interviewed raised capital to start their businesses through their family or ethnic group or a lending circle, rather than through the American banking system. Municipalities can encourage local banks to develop relationships with immigrant communities in order to help them secure business loans.

One interviewee summed up the prevailing sentiment about providing financial assistance: "Programs that provide financial assistance to new businesses should be open to everyone, not just immigrants. People's

perceptions of immigrants are very important to their success. When people think that they are taking resources away from Americans, they resent the immigrants. It is better to put programs into place that everyone can access and give targeted assistance to immigrants with their language barriers.”

Several immigrant business owners discussed how favorable tax laws for businesses benefit the whole community, not just immigrants, and again reiterated the importance of the perception that there is no favoritism given to immigrants and their businesses. Municipalities should promote available business-friendly tax policies in order to encourage economic development and promote employment opportunities for all municipal residents. Their local businesses could be eligible for federal tax incentive programs, such as:

- Work Opportunity Tax Credits;
- Empowerment Zones;
- Renewal Communities;
- New Market Tax Credits;
- Recovery Zone Bonds; and
- Low-Income Housing Tax Credits.

Businesses in Pennsylvania may be eligible for a variety of state tax incentives that are described on the Department of Revenue’s website (<http://www.revenue.pa.gov/GeneralTaxInformation/IncentivesCreditsPrograms/Pages/default.aspx#.VfbdvZdRRrk>).

Business in New Jersey may be eligible for a variety of state tax incentives that are described on the Department of the Treasury’s Division of Taxation website (<http://www.state.nj.us/treasury/taxation/cbt-creditlist.shtml>) and on the Business Portal’s One Stop Shop for Business page (<http://www.nj.gov/njbusiness/financing/>).

In talking with immigrant business owners, DVRPC learned that they all perceived their municipalities to be welcoming. The sense of feeling welcomed, regardless of the number or type of assistance programs offered, was highly valued by interviewees. The ideas for increasing municipal attractiveness put forth by the immigrant business owners interviewed by DVRPC were consistent with the previously referenced Welcoming America guidelines for what immigrant-friendly communities should do to welcome newcomers.

Immigrant business owners specifically cited the visible presence of minorities in municipal jobs to be extremely important in communicating a feeling of shared values. Likewise, they all felt comfortable going to their municipal hall and talking with municipal staff. Regardless of size and budget, every municipality can take actions to welcome immigrant newcomers.



Immigrant Welcoming Programs

- U.S. Citizenship and Immigration Services
www.uscis.gov/
- Welcoming America
www.welcomingamerica.org/
- The National Partnership for New Americans
www.partnershipfornewamericans.org/
- The Welcoming Center for New Pennsylvanians
www.welcomingcenter.org/
- Philadelphia Mayor's Office of Immigrant and Multicultural Affairs
www.phila.gov/ima/
- Welcoming Michigan: Building Immigrant-Friendly Communities
<http://welcomingmichigan.org/>
- Mayor's Office of New Bostonians
www.cityofboston.gov/newbostonians/
- Mayor's Office of Immigrant Affairs (Los Angeles, California)
www.lamayor.org/immigrants
- New Americans Office of Policy and Advocacy (Illinois)
<http://newamericans.illinois.gov/>
- New York State Office for New Americans
www.newamericans.ny.gov/
- Global Talent Idaho
<http://globaltalentidaho.org/>
- Welcome Dayton: Immigrant-Friendly City
www.welcomedayton.org/
- Baltimore Mayor's Office of Immigrant and Multicultural Affairs
<http://mayor.baltimorecity.gov/node/2229>
- Vibrant Pittsburgh
<http://vibrantpittsburgh.org/>

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