TOWARD A GREATER VICTORIA LOCAL IMMIGRATION PARTNERSHIP:
STRATEGIC PLAN & CHALLENGE DIALOGUE SYNOPSIS
AUGUST 2017
THE CHALLENGE

To engage a diverse group of stakeholders in imagining, exploring, and embracing a shared goal, strategic direction, and framework for building a more welcoming community and strengthening Greater Victoria’s capacity to attract, welcome and integrate newcomers.

INTRODUCTION

The Greater Victoria Local immigration Partnership (GVLIP) brings together a range of key community stakeholders to create a meaningful immigrant settlement and integration strategy for our growing and changing community. The GVLIP was first formed in 2014 with funding from the Government of Canada.

Over the past several months, the GVLIP has engaged in a community-wide dialogue around how our region can best welcome and include immigrant and refugee newcomers. Valuable feedback from more than 100 participants was received through an online survey and Challenge Paper, and through a day-long dialogue workshop hosted in the Spring of 2017. These responses informed the GVLIP about how we can advance the conversation and move from words to action in creating a regional immigrant settlement strategy. This document outlines the Challenge Dialogue Synopsis and the framework for a Strategic Plan.
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- Appendix 3. Ideas
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- Appendix 5. Strategy for a GVLIP
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Key definitions help frame our conversation. Here are definitions we use for this dialogue.

**Newcomer:** Immigration, Refugees and Citizenship Canada (IRCC) defines “newcomer” as an immigrant or refugee who has arrived in Canada within the previous five years in any of these categories:

- Economic Immigrants
- Family Class
- Temporary Foreign Workers
- Caregivers
- International Students
- Refugees

**Welcoming Community:** A community is welcoming when its member groups and institutions work together to develop a shared vision and are effectively and collaboratively able to welcome newcomers by creating communities that:

- encourage all residents to participate fully in the social, cultural and economic life of the region, without discrimination;
- support newcomers in their integration, are open to new ideas, cultural practices and customs, and recognize the contributions that newcomers make to our communities;
- support diversity and respect differences in race, ethnicity, gender, sexual orientation, age, abilities and beliefs—this means more than simple tolerance: it means embracing and celebrating the whole community.

**Integration:** We have adopted Drolet, Yan and Francis’s interpretation of integration as a dynamic, two-way process in which newcomers and the receiving society work together to build secure, vibrant, and cohesive communities. The GVLIP understands that for true integration to occur, changes and adaptations are required of both newcomers and the receiving society.

Effective integration of newcomers is determined, in large part, by the extent a community is open to and embraces diverse cultures, and its ability to work collaboratively to reach out to, welcome, include and retain newcomers in all spheres of community engagement (employment, housing, programs and services, etc.).

**Greater Victoria:** Describes the 13 municipalities, including the City of Victoria and:

Central Saanich - Oak Bay - Esquimalt - Saanich - View Royal - North Saanich
Metchosin - Langford - Sooke - Colwood - Highlands - Sidney

We recognize that these lands are the shared traditional lands of the Kwsepsum (Esquimalt), Lekwungen (Songhees), Scia’new (Beecher Bay), and T’Sou-ke (Sooke) First Nations, members of which are descendants of the Teechamitsa.
The Organizing Team for the Greater Victoria Local Immigration Partnership Challenge Dialogue thanks everyone who contributed to this vital and timely conversation about how to make our community a more welcoming and inclusive place to live, work and play for newcomers.

We encourage you to make others aware of this initiative, to stay engaged and work together with us as the GVLIP continues to evolve over the next year.

If you have any comments or questions, we would love to hear from you. Please contact the GVLIP project coordinator Steven Lorenzo Baileys of the Inter-Cultural Association of Greater Victoria at:

Email: sbaileys@icavictoria.org

Phone: 250-388-4728 ext. 116

For more information about the Greater Victoria Local Immigration Partnership (GVLIP) and the Challenge Dialogue (phase 1), please visit the GVLIP website:

www.icavictoria.org/community/local-immigration-partnership/
The Greater Victoria Local Immigration Partnership (GVLIP) was first formed in 2014 under the stewardship of the Inter-Cultural Association of Greater Victoria. The GVLIP is part of a national movement which establishes a national trend of integrated and broad-based stakeholder partnerships to assess and address the challenges and opportunities for effective newcomer settlement and integration.

The goals of the GVLIP are to:

• **develop broad community-based partnerships** to create and leverage resources;
• **develop a regional immigration settlement strategy** for Greater Victoria;
• **monitor and evaluate the collective impact** of the soon to be developed regional immigration settlement strategy.

In 2016 the GVLIP, in collaboration with the University of Victoria Institute for Studies in Innovation and Community University Engagement (ISICUE), conducted research into the settlement experiences of both newcomers and service providers in the Greater Victoria region.

The report titled, *GVLIP Partnership: The First 18 Months* provided key insights into the integration challenges and successes of newcomers in Greater Victoria. This report created a “snap-shot” of our region’s ability to welcome newcomers and the gaps in services and programs or employment opportunities available to newcomers. The report informs readers about current newcomer needs in the region; identifies community assets and gaps in newcomer settlement and integration services and processes; and, examines the value of a networked approach (including various sectors) to an immigration settlement strategy. The report assists in identifying early and key priorities for the GVLIP as it moves forward toward the goal of creating an immigration settlement strategy. You can access the report here:


The key challenge identified for the GVLIP working group was:

“To engage a diverse group of stakeholders in imagining, exploring, and embracing a shared goal, strategic direction, and framework for building a more welcoming community and strengthening Greater Victoria’s capacity to attract, welcome and integrate newcomers.”

In October 2016, the GVLIP secured the services of Keith Jones to support and guide the GVLIP towards development of a regional newcomer integration strategy. A Challenge Paper was drafted which outlined key ideas and assumptions about the challenges of integrating newcomers and the opportunities this provided. On April 18, 2017, a day long workshop was organized and hosted by the GVLIP. The workshop was attended by 36 community stakeholders who set out to design and develop the stages for a regional newcomer integration strategy.
To start this dialogue, we imagined a better future for the GVLIP and stakeholders to consider:

- **Imagine a community** that becomes a multicultural model for the world. Where the ethnicity, faith, cultural heritage, and life experiences of all community members are valued as assets and opportunities for all; where community members of different backgrounds and abilities feel they have a voice and where all perspectives are represented and reflected in the economic, political, institutional, cultural and social structures of our community. A community that fosters a connection to place and is grounded by safety, justice, equity and respect for all.

- **Imagine a community** that thrives in a meaningful cultural exchange and respectful dialogue about our strengths and differences. Imagine a community whose members develop a richer, more complex understanding of what it means to be a global citizen.

- **Imagine a community** where diversity is embraced and celebrated.
THE GVLIP IN A NUTSHELL

Greater Victoria has the potential to offer newcomers a vibrant, welcoming and inclusive community that celebrates and embraces diversity, provides economic opportunity, and values the cultural assets newcomers bring when they settle in our region.

The Greater Victoria Local Immigration Partnership (GVLIP) is a collaborative initiative that brings together newcomers and organizations, agencies and businesses who are committed to the full inclusion of newcomers. It seeks to do this through the development of a regional immigrant settlement strategy and key initiatives and events that foster and build community integration. The GVLIP is shaped by values based on the principal that ‘true collaboration builds on the strengths of people around you’. The GVLIP is dedicated to opening doors and promoting innovative ways to increase connections and ensure our community welcomes and values all newcomers.

This report provides a summary of the key findings and results of the dialogue hosted in the Spring of 2017. The focus of the dialogue was to clarify the nature and extent of the current challenges our communities face around effectively welcoming and integrating newcomers, as well as our shared aspirations to address this challenge collectively. We believe we have made great progress towards this goal. The level of interest from participants in both the survey and the dialogue workshop was high. The quality of the feedback and contributions were outstanding, for which we are most grateful. We also acknowledge that much work needs to be done in the weeks, months, and years ahead as we strive to fully realize the GVLIP’s aspirations.

In the latter half of 2017, the GVLIP will build on these learnings and develop a collaborative outcome map. The roadmap will create a comprehensive, coherent visual strategy as well as an action plan that will identify how we – the GVLIP and the stakeholder community – intend to work together in a coordinated and collaborative manner to identify and meet the integration needs of newcomers in Greater Victoria.

LONG-TERM GOAL

The following long-term goal draws on the collective results of the Challenge Dialogue

Newcomers have improved access to and use of the personalized supports they need to live, learn, work, and play to their full potential across the region. Newcomers are welcomed, supported and facilitated efficiently by a broad-based collaborative of well-networked service providers, neighbourhoods, communities, citizens, and settled newcomers over the course of their settlement journey.
GREATER VICTORIA LOCAL IMMIGRATION PARTNERSHIP LOGIC MODEL

Please note that this is a simplified version of the GVLIP Strategic Logic Model. The complete and detailed version can be viewed in Appendix 5 of this report.

<table>
<thead>
<tr>
<th>Strategic Actions</th>
<th>Enabling Outcomes</th>
<th>High Level Outcomes</th>
<th>Long-Term Goal</th>
<th>Benefits</th>
<th>Strategic Benefit</th>
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<tbody>
<tr>
<td><strong>Information</strong></td>
<td></td>
<td>1. Support services information more readily available</td>
<td>1. Newcomers kept well-informed throughout settlement period</td>
<td>Newcomers have improved access to and use of supports needed to live, learn, work, and play to full potential; they are welcomed, supported and facilitated efficiently</td>
<td>Greater Victoria is an inclusive, strongly connected, vibrant and multicultural community enriched by newcomers and all they contribute along with the many people and organizations welcoming and helping them get settled</td>
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<tr>
<td>1. Make settlement information available</td>
<td>2. Support services more easily accessed</td>
<td>2. Equitable access to complete and integrated suite of information and services</td>
<td>1. Experience less stress</td>
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<tr>
<td>2. Design and implement information hub</td>
<td>3. More informed responses to financial situations of newcomers</td>
<td>3. Funding from governments is leveraged more effectively</td>
<td>2. Live effectively</td>
<td></td>
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<tr>
<td><strong>Coordination</strong></td>
<td>5. Service providers share common outcomes</td>
<td>5. Newcomers settle and engaged with and by community quicker</td>
<td>4. Are self-sufficient, well-adjusted</td>
<td></td>
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<td>4. Coordinate and facilitate support services</td>
<td>6. Support services harmonized</td>
<td>6. All sectors in region involved in providing direct and indirect newcomer support</td>
<td>5. Experience stronger sense of belonging</td>
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<tr>
<td><strong>Communication, Awareness, Connection</strong></td>
<td>7. Support services more complete, comprehensive, and collaborative</td>
<td>7. Funding and resource support for newcomers increased, more stable and sustainable</td>
<td>6. Are healthier</td>
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<tr>
<td>5. Communicate and build awareness about newcomers</td>
<td>8. Support services more harmonized, coordinated</td>
<td>8. More newcomers of all working ages secure employment and matched to core competencies</td>
<td>7. Attain leadership role</td>
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<tr>
<td>7. Facilitate networks that help connect newcomers</td>
<td><strong>Advocacy</strong></td>
<td>10. Employers and community aware of newcomer skills</td>
<td><strong>Greater Victoria...</strong></td>
<td></td>
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<tr>
<td><strong>Education, Skills and Accreditation</strong></td>
<td>11. Support services use cultural competency principles</td>
<td>11. Newcomers have more opportunities for learning and career advancement</td>
<td>11. Responds inclusively toward newcomers</td>
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<td>8. Advocate and advise on newcomer policy issues</td>
<td>12. Community better prepared to settle newcomers</td>
<td>12. Needs, gaps, and demands of newcomer community support system better planned</td>
<td>12. Values and benefits from culture, assets of newcomers</td>
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<td><strong>Culture</strong></td>
<td>13. Newcomers better equipped with English language skills</td>
<td>13. Newcomer community support system shares information more easily to improve practices, innovation</td>
<td>13. Embraces cultural safety and inclusivity</td>
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<tr>
<td><strong>Convene: Needs, Practices, Policy, Innovation</strong></td>
<td>15. Newcomers develop more diverse friendships more easily and quickly</td>
<td><strong>Economy...</strong></td>
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<td>12. Facilitate research to monitor and improve</td>
<td>18. Policies, programs, and practices are better informed</td>
<td>20. Thrives, is diverse and sustainable</td>
<td>17. Embraces and celebrates diversity</td>
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<td></td>
<td>19. Newcomer policies more aligned across governments</td>
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Twenty (20) Strategic Actions were identified based on an analysis of results of the Challenge Dialogue. They have been organized into eight (8) categories or action areas.

**INFORMATION**

1. Make settlement and community information available at multiple contact points throughout the region and in appropriate languages
2. Design and implement a centralized digital information hub with tailored web-based apps for newcomers and service providers and other community stakeholders
3. Undertake studies on particular aspects of the “newcomer settlement system” regarding key issues

**COORDINATION**

4. Coordinate and facilitate services, programming, policy, and practices between support service providers and other key partners

**COMMUNICATION, AWARENESS, CONNECTION**

5. Communicate regularly about all aspects of the GVLIP in the broader community
6. Communicate and build stronger awareness of the different types of newcomers, their situations, and cultures across the communities and the region
7. Facilitate the matching of newcomers with support mentors and other helpful relationships
8. Facilitate the formation of networks and venues, formal and informal, that help connect recent newcomers, established newcomers, and the broader community
ADVOCACY

9 Advocate for and advise on newcomer-related policy issues with governments, private sector, non-profits, non-government organizations, education and academia, etc.

EDUCATION, SKILLS, ACCREDITATION

10 Facilitate and advocate for improved access to English language training for newcomers

11 Facilitate and advocate for the enhancement of accredited post-secondary programs

12 Facilitate and advocate for improved access to and provision of general orientation, cultural inclusion, and cultural competency training for newcomers and community members and stakeholders

13 Facilitate and advocate for improved access to professional, technical, business, and leadership training for newcomers

14 Facilitate and advocate for the reconciliation and streamlining of newcomer accreditation requirements

CULTURAL AWARENESS & UNDERSTANDING

15 Facilitate, enable, promote and foster a broad spectrum of cultural events

16 Facilitate and create venues for sharing cultural stories among and between newcomers and the broader community
CONVENE: NEEDS, PRACTICES, POLICY, INNOVATION

17 Conduct regular dialogues among newcomers and service providers to identify, assess, and facilitate the matching of needs with support service offerings

18 Host regular gatherings for service providers to share information, knowledge, and best practices

19 Facilitate dialogues and liaison sessions on newcomer policies, programs, practices, challenges, trends, and innovations with governments and other key stakeholders

RESEARCHING, MONITORING, EVALUATION & CONTINUOUS IMPROVEMENT

20 Identify and facilitate newcomer–community action research to monitor, test, and evaluate the effectiveness of policies, programs, and practices; and make improvement recommendations
Nineteen (19) Enabling Outcomes were identified based on an analysis of results of the Challenge Dialogue. They have been listed in relation to the order of the eight (8) Strategic Action categories (page 9).

1. Support service information is readily available, consistent, easy to access, use and shared among providers
2. Support services for newcomers are accessed more easily and more personalized
3. There is a more informed and improved response to the financial situation of newcomers
4. Labour markets for newcomers are better understood
5. Service providers share common outcomes for newcomers and build effective working relationships
6. Support services are more harmonized, coordinated, and navigable
7. Support services are more complete, comprehensive, and delivered collaboratively
8. Support services are more streamlined, integrated, simplified, and coherent
9. Established newcomers are better able to help more recent newcomers
10. Employers and the broader community are more aware of beneficial skills and experience newcomers bring
11. Support services and agencies apply linguistic and cultural competency principles
12. The receiving community is better prepared to welcome and support settlement of newcomers
13. Newcomers are better equipped with the English and other competency skills they need
14. Citizens and newcomers engage in meaningful cultural exchange and respectful dialogue more easily
15. Newcomers develop diverse friendships and connections more easily and quickly
16. Levels of prejudice, bias, and stereotyping are reduced throughout the community
17. Support services are better differentiated among providers
18. Policies, programs, and practices are better informed, more innovative and better suited to the needs and priorities of newcomers and receiving community
19. Newcomer policies and practices are better aligned within and across governments and sectors
HIGH-LEVEL OUTCOMES

Fourteen (14) High-Level Outcomes were identified based on an analysis of results of the Challenge Dialogue. They also have been listed in relation to the order of the eight (8) Strategic Action categories (page 9).

1. Newcomers are kept well-informed before, during and following their settlement period
2. There is equitable access to a complete and integrated suite of information, resources and services for newcomers before they arrive and over the course of their settlement
3. Funding from governments for newcomers is leveraged more effectively by all sectors
4. More pathways are created for improving connections between and among newcomers and the broader community
5. Newcomers settle and are more engaged with the community more quickly
6. All sectors are involved in providing direct and indirect support for newcomers
7. Funding and resource support for newcomers are increased, more stable, and sustainable
8. More newcomers of all working ages secure gainful employment, and are better matched to their competencies
9. There are stronger reciprocal connections and relationships between newcomers and broader community members
10. The community is more aware of, learns about, and is more appreciative of what cultural diversity brings to the community
11. Newcomers have more opportunities for learning and career advancement
12. The support system needs, gaps, and demands for newcomers are better known, anticipated and planned for
13. The newcomer-community support system shares knowledge and information and applies it to improve practices and be more innovative
14. More newcomers are attracted to and remain in the Greater Victoria region
BENEFITS

Twenty (20) benefits were identified based on an analysis of results of the Challenge Dialogue. They have been organized into three (3) beneficiary categories.

NEWCOMERS

1. Experience less stress with their settlement
2. Go about their lives more effectively and efficiently
3. Are more economically secure, financially sustainable, and have meaningful livelihoods
4. Are secure, have stable housing in a place they call home
5. Feel openly welcomed, appreciated and valued for their contributions to the community
6. Are more self-sufficient, well-adjusted, and have greater levels of self-esteem
7. Experience a stronger sense of belonging
8. Are healthier in mind, body, and spirit
9. Attain respected positions of leadership
10. Enjoy a strong voice and feel empowered

GREATER VICTORIA COMMUNITY

11. Engages openly and inclusively with newcomers
12. Values and benefits from the ethnicity, cultural heritage, life experiences, assets and opportunities that newcomers bring
13. Embraces cultural safety, humility, and inclusivity as the norm
14. Commits to all voices, perspectives, and elements being represented - political, institutional, cultural and societal - across the region
15. Ensures that personal and professional potential for success is equitable to all
16. Empowers community members of all backgrounds and abilities to have a voice - individually and collectively
17. Embraces and celebrates diversity as a source of learning, inspiration and enrichment for all

GREATER VICTORIA ECONOMY

18. Labour force gaps are filled by newcomers
19. Businesses and social enterprises acquire the capacity and specialized skills they need from newcomers
20. Thrives, is more diverse, stable, and sustainable
Next Steps: A 12-Month Action Plan for 2017-18

Strategic Benefits
Greater Victoria is an inclusive, strongly connected, vibrant, and multicultural community enriched by newcomers and all they contribute, along with the many people and organizations who welcome and support them to get settled in their new community/home.

The Strategic Actions in the GVLIP Strategy provide a rational framework for action for the GVLIP to move forward with its work program over the next 12 months. The following tasks have been identified for this period and are described in relation to the 8 areas of action shown in the logic model.

1. Information
The initial focus will be on tasks to support the following Strategic Actions 1 and 2:

- Design and implement a centralized information hub with tailored applications for newcomers and service providers and other community stakeholders
- Make settlement and community information available at multiple contact points throughout the region and in appropriate languages

**Task A**
Conduct a detailed requirements analysis to inform the initial design of a functional, scalable online centralized information system.

- This work should include a careful review and evaluation of any existing LIP information systems for lessons learned and opportunities to adopt or adapt these systems.
- An important consideration will be to strike the right balance between building an information system that can provide priority information quickly in the near-term, and a more comprehensive information system that can be expanded, over time, with additional information and greater functionality.

2. Coordination
The initial focus will be on tasks to support Strategic Action 4 (see page 9):

- Coordinate and facilitate services, programming, policy, and practices between support service providers and other key partners

**Task B**
Co-create a comprehensive and coherent outcome-based action plan with design team representing the full spectrum of GVLIP newcomer and community stakeholders.

- The task will seek to involve establishing the design team, development of a Collaborative Outcome Map which details the full set of interventions (actions, programs, projects, initiatives, etc.) and outcomes necessary to achieve the long-term goal along with all the benefits that will be affected with its achievement.
- This work will seek to utilize a proven, comprehensive, collaborative, theory of change approach that has been employed with several other complex community challenge areas in Greater Victoria (Food Security, Literacy, and Homelessness).
- This work will conclude with a Community Forum which will celebrate the completion of the map, sharing it with a broad suite of stakeholders, and using the participants to indicate where they are active in the map and what they view as the priority outcomes and interventions.
GVLIP: Strategic Plan & Challenge Dialogue Synopsis

NEXT STEPS CONT:
A 12-MONTH ACTION PLAN FOR 2017-18

TASK C
Convene a follow-up workshop to the Challenge Dialogue session held April 18, 2017
- This workshop with GVLIP stakeholders will:
  - share the completed Strategy and 12-month Action Plan for the GVLIP;
  - assess organizational model options and align on a structure for the GVLIP that
    aligns best with intentions of the Strategy and serves the current action agenda for
    the formative phase of the GVLIP;
  - to support Task 2 – the Strategy will be shared with all stakeholders in advance as
    well as a brief Challenge Paper. The Challenge Paper will provide some context
    information and options for informing an organizational model workshop.

3. COMMUNICATION, AWARENESS, CONNECTION
The initial focus will be on tasks to support Strategic Action 5 and Strategic Action 4 covered
below under ‘Coordination,’ (see page 9):
- Communicate regularly about all aspects of the GVLIP

TASK D
Prepare a cover communication and distribute the GVLIP Strategy and Challenge Dialogue
Synopsis to all stakeholders that were invited to participate in the Challenge Dialogue plus other
key stakeholders.
- Communication can be done in electronic and print forms
- Identify and schedule key one-on-one and small group face-to-face sessions with key
  partners and stakeholders including: municipal government leaders, media, business,
  health and education sectors
- Sessions will require the preparation of summary and promotional materials (e.g., Power
  Points and slideshows, information sheets, rack cards, banner, infographics, etc.). This task
  could also include presentations to be shared at forums, conferences, and seminars

TASK E
Design and implement a Communication Strategy and Plan for the GVLIP’s formative period.
- The strategy should consider the following kinds of elements:
  - current situation and context for communication;
  - objectives and outcomes; scope and key assumptions; target audiences – “internal”
    and “external” and their needs and expectations;
  - the nature of the communications for each audience;
  - the communication mix (branding, timeframe, frequency, different forms and venues
    for communication, etc.);
  - communication roles and interplay of communications among GVLIP members; and;
  - continuity with previous communications.
4. ADVOCACY
Advocacy for newcomers and their effective integration will continue to be an ongoing effort informally.
• Advocacy of newcomer integration will occur as a result of tasks in the other action areas listed in the action plan. This will help promote effective advocacy of newcomer integration during later stages of the GVLIP

5. EDUCATION, SKILLS, ACCREDITATION
The initial focus will be on tasks that support Strategic Action 12 (see page 11):
• Facilitate and advocate for access to and provision of general orientation, cultural inclusion, and cultural competency training for newcomers and community members

TASK F
Adopt, adapt, design, develop range of workshop and training curricula and make available on a fee-for-service basis to GVLIP stakeholders. Topics could include:
• Cross Cultural Awareness and Sensitivity Training
• Anti-Bias and Anti-Racism Training
• Strategies to Create a More Welcoming and Inclusive Organization
• Strategies to Recruit Newcomers as Employees or Volunteers

Organize and deliver education presentations and seminars to GVLIP stakeholders on range of topics related to diversity, cultural awareness, employment strategies for newcomers, immigration, resettlement issues.
• Deliver two half-day seminars to GVLIP stakeholders
• Deliver three cultural awareness sessions hosted by local cultural and faith communities to GVLIP stakeholders

6. CULTURAL AWARENESS & UNDERSTANDING
Initial focus will be on tasks to support Strategic Action 15 (see page 11):
• Facilitate, enable, promote, and foster a broad spectrum of cultural events to promote cultural awareness, understanding and build relationships

TASK G
• Organize and/or facilitate two community cultural events that bring together local cultural community members and GVLIP stakeholders
• Share information and invite GVLIP stakeholders to key diversity events in region
7. CONVENE: NEEDS, PRACTICES, POLICY, INNOVATION
The GVLIP will continue to convene and facilitate a series of informal sessions with stakeholders around various topics of importance to newcomers and the community.

- The priorities over the next 12-months will not formally include specific work in this area. The results of tasks in the other action areas will help set the stage for more effective discussions around these topics as the GVLIP progresses.

8. RESEARCH, MONITORING, EVALUATION & CONTINUOUS IMPROVEMENT
Initial focus will be on tasks to support Strategic Action 20 (see page 12):

- Identify and facilitate newcomer–community action research to monitor, test, and evaluate the effectiveness of policies, programs, and practices; and make improvement recommendations

**TASK H**
Develop a high-level design, approach and structure for a Performance Measurement Framework for the GVLIP.

- This task can use the Collaborative Outcome Map (Coordination Task ‘B’) as the basis for this framework (i.e., what reference outcomes should be used to measure progress and achievement).

- It will also be informed by the program evaluation work being done by Immigration, Refugees and Citizenship Canada (IRCC).
### NEXT STEPS CONT:
**A 12-MONTH ACTION PLAN FOR 2017-18**

**APPROXIMATE TIMELINE FOR TASKS A - H:**

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<thead>
<tr>
<th>Category &amp; Strategic Action</th>
<th>2017</th>
<th>2018</th>
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<tr>
<td><strong>Category: Information &amp; Coordination</strong></td>
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<td>Strategic Action: 1 &amp; 4</td>
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MEMBERS OF THE ORGANIZING TEAM SUPPORTING THE
GREATER VICTORIA LOCAL IMMIGRATION PARTNERSHIP
CHALLENGE DIALOGUE

CO-CHAMPIONS

Jean McRae, Chief Executive Officer
Inter-Cultural Association of Greater Victoria

Miriam Valois, Senior Community Branch Manager
Vancity Savings

David Lau, Executive Director
Victoria Immigrant and Refugee Centre Society

Sector Champions
Jason Jones
Programmer II - Recreation, Community Services Parks
and Recreation
Department District of Saanich

Ben Pires
Community Leadership
Bayanihan Filipino Cultural Centre
Leadership Victoria

Bobbi Neal
Community Development Coordinator
Westshore Parks and Recreation

Ximena Londoño
Settlement Officer
Francophone Immigration Employment Centre

Jakelina Listes
Founder
House of the World Immigrant Women’s Co-op

Organizing Team

Mentor, Lead Facilitator & Collective Impact Coach
Keith Jones, R. Keith Jones & Associates

Project Manager
Steven Lorenzo Baileys
Community Development Coordinator
Inter-Cultural Association of Greater Victoria

Development/Lead Editor
Fiona Bramble
Founder/Editor
Here! Magazine/Community Partnership Network

Knowledge Integrator
Rhianna Nagel
Community Engaged Learning Coordinator
Faculty of Social Sciences - University of Victoria

Co-Reporters
David Southern
Inter-Cultural Association of Greater Victoria/Community
Partnership Network

Daniela dos Santos Pinto
Mitacs Accelerate Graduate Research Intern
University of Victoria

GVLIP: Strategic Plan & Challenge Dialogue Synopsis
THANK YOU!

Our sincere thanks to everyone that contributed to the development of the Challenge Dialogue. We will keep you posted on all further developments.

All documents referenced in this report are available for viewing or downloading at the GVLIP website: [http://www.icavictoria.org/community/local-immigration-partnership/](http://www.icavictoria.org/community/local-immigration-partnership/)
APPENDIX 1: KEY ASSUMPTIONS RE: NEWCOMERS

Over the course of the dialogue the GVLIP advanced a number of assumptions about newcomers to “test” with stakeholders. Based on feedback to the original set of assumptions in the Challenge Paper first issued in March 2017, the assumptions were then revised to include those considered most relevant for guiding how we can best move forward. During the April 2017 community dialogue workshop, the reduced collection of assumptions was further revised as follows:

ASSUMPTIONS REGARDING NEWCOMERS

1.1 Newcomers and Biases/Attitudes from Communities

Not all residents of Greater Victoria embrace and welcome newcomers into their communities. Some residents, for example, may have misplaced biases, fears or misinformation about newcomers that manifest in ways such as: newcomers are “taking jobs away from Canadians”, “changing our neighbourhoods”, or “bringing different ways of doing things”.

1.2 Newcomers and Employment in Greater Victoria

The City of Victoria is a relatively small urban centre compared to cities such as Montreal, Toronto, Calgary or Vancouver. The Greater Victoria region is comprised of more than 13 municipalities, including the Gulf Islands, and includes a population of more than 380,000.

Historically, employment opportunities have been limited for newcomers. The employment landscape has changed positively in the past few years. According to Statistic Canada, in March 2017 Greater Victoria had the lowest unemployment rate in Canada at 3.8 per cent, a level last seen here in 2008. (http://www.timescolonist.com/business/greater-victoria-leads-canada-with-lowest-unemployment-rate-1.14592018).

Nevertheless, employment opportunities for newcomers continue to remain difficult to access due to a range of factors such as cultural differences, language barriers, employer bias, or lack of Canadian workplace knowledge or experience.

In addition, there continues to be a lack of understanding on the part of community members about the needs of newcomers regarding affordable housing, language acquisition, employment opportunities and access to services. Greater knowledge and awareness can inadvertently lead to an understanding of immigration solely around “our” regional economic needs and how newcomers can fill it. The Greater Victoria region benefits when it finds creative ways to promote the local economy while also building and strengthening social connections between newcomers, employers and long term residents.
1.3. Newcomers’ Integration into the “Mainstream” Community

All newcomers have a desire to feel welcomed and included in their new communities. They wish to become part of the “mainstream” community. During the settlement process, some newcomers struggle to maintain their cultural identity and language. Often, there is an emphasis, on newcomers to find ways to “fit in”. With this understanding, host communities are encouraged to find creative ways for newcomers to express and share their cultural heritage with the broader community. The impact will support newcomers to feel more welcomed and integrated into multicultural society.

Many residents of Greater Victoria could benefit from a fuller awareness and understanding of barriers faced by newcomers. This can manifest itself in greater levels of conscious and unconscious bias (i.e. prejudice, discrimination, etc.). As a community, we benefit and thrive when we address individual and community attitudes linked to cultural, racial, faith biases. Institutions can play an important role of modeling best practices that can enhance the effective welcoming and integration of newcomers.

Increasing positive exposure to a variety of cultures and faiths can be a key starting point for individuals and communities to foster greater awareness, improve understanding and build new relationships. A community can seek opportunities to promote multiculturalism and bring diverse people together through cultural activities and events that include food, music, theatre, etc. There is a rich potential to tap into newcomer knowledge in ways that further support newcomers’ integration. For example, long established newcomers can support the formation of networking groups, become mentors, share their knowledge, and assist in identifying gaps and opportunities to help more recently arrived newcomers.

1.4. Listen & involve both newcomers & established community members

All points of view and types of experiences are relevant and should be included in any meaningful dialogue around how to create welcoming and inclusive communities. Many community members are good willed and have a strong desire to welcome newcomers, but may not know how to do so in a way that is appropriate or culturally sensitive.

The needs and requirements of newcomers is a process that both the broader community and the newcomer population should collaborate on and establish together. This requires the established community to seek ways to better understand newcomer challenges and needs. At the same time, newcomers should be open to accessing available resources, assistance and support. For example, long term newcomers will typically have greater knowledge and understanding about the host barriers newcomers may face when becoming part of the community. This understanding and experience can be utilized to share with future newcomers to enhance support, information sharing and foster a feeling of being welcomed. Another example are local Indigenous groups who can share their traditions and knowledge about the local environment and its sustainable use for future generations. Established organizations, groups and individuals know more about the inner workings of the community, and can assist in identifying and breaking down those barriers to support the integration of newcomers.
ASSUMPTIONS REGARDING A WELCOMING COMMUNITY

2.1. Greater Victoria as a Welcoming Community

Organizations and sectors and even communities may often work in “silos”. This dynamic can lead to a range of disparate visions for the future of Greater Victoria as a welcoming community. We need to recognize that each vision is nourished by institutional and community cultures and values that need to be respected and valued. Going forward, Greater Victoria can further benefit by fostering greater opportunities to engage in collaborative, collective impact approaches. Competition for funding and resources can unintentionally discourage collaboration among same sector service providers.

A strategy to build a more welcoming and inclusive community will be more successful when all stakeholder voices are heard and valued; when its member groups and institutions work together to develop a shared long-term vision; and when this vision is supported by the leadership in key sectors such as municipal government, non-profit community agencies, business, education, etc.

2.2. Shared strengths among stakeholders

The CRD collectively contains many key assets and resources necessary for our community to create a welcoming community. This undertaking need not be limited or constrained or solely rely upon funding from the federal or provincial government. Institutions, businesses, foundations, non-profit organizations can join together to pool resources and work together on a Greater Victoria newcomer strategy and associated initiatives. Working with a broad range of community stakeholders can improve the settlement experience of newcomers. There is an agreed need to create a joint platform to encourage collaboration; pursue joint funding proposals; develop a shared database to facilitate newcomer and service provider access to information; and identifying ways to promote and enhance entrepreneurial opportunities for newcomers.
ASSUMPTIONS REGARDING THE GREATER VICTORIA LOCAL IMMIGRATION PARTNERSHIP

3.1. Settlement service coordination

The Greater Victoria region has two well-established immigrant and settlement service provider organizations - the Inter-Cultural Association of Greater Victoria (ICA) and Victoria Immigrant and Refugee Centre Society (VIRCS). Each agency offers quality settlement services for newcomers. With two settlement agencies in the region, this can at times create confusion, duplication of efforts, and competition for newcomers and their access to services. The Greater Victoria community would benefit by having more effective service coordination and information sharing within their communities. This could include, for example, a central online hub for immigrant referrals and a shared virtual space with frequently asked questions (FAQs) to speed up integration. With plenty of face-to-face dialogue between groups, the GVLIP can assist in reducing barriers within stakeholders and form partnerships and alliances that have clear strategic importance to the people and groups it aims to serve.

3.2. Link to existing policies, priorities, initiatives, and networks

The role and participation of municipal government in an immigrant integration strategy needs to be strengthened and clearly defined. GVLIP should position its work as part of a process that recognizes and aligns its efforts with the Capital Regional District and the region’s 13 municipal governments. The GVLIP will need to enlarge its collaborative base to include a variety of demographic groups including youth, immigrants, indigenous communities and other key players to ensure diversity is reflected and responded to in a regional immigrant settlement strategy. GVLIP should also reflect the provincial and federal governments’ funding agenda and look for ways to support local stakeholders in accessing funding. Once partnership members have had time to work together, citizens and organizations will see the benefits of collaboration. Over time, this can lead to further community-building developments and alternative funding opportunities for local donors/volunteers and expand access to resources, support and services.
APPENDIX 2: CHALLENGE DIALOGUE 8-STEP PROCESS

Road Map to Organizing and Operating a Challenge Dialogue Using the Challenge Dialogue System™ (CDS)

The Challenge Dialogue System™ is a flexible but comprehensive system that improves the performance of individuals, teams, and organizations. CDS’ principles, processes, tools and examples have a powerful capacity to help diverse stakeholders collaborate and innovate to accomplish complex tasks.

Plan for other follow-up work as identified in the Dialogue, if necessary. Continue to nurture the collaborative team that has developed, share new insights and knowledge and make sure everyone continues to be engaged with the progress and/or is kept well informed of it.

Identify the Key Challenge. Decide whether CDS is the right approach.

End of the 8 Steps in a Challenge Dialogue using CDS

Note: Steps 3 and 4 are often done concurrently.

GVLIP: Strategic Plan & Challenge Dialogue Synopsis
As part of the April 18, 2017 Community Dialogue, participants provided a number of ideas and suggestions as to what the GVLIP could do to support or improve newcomer settlement in the community. These were the many ideas and offers of support that came from the session:

1. Greater awareness and community education
2. Establish organic working relationships among organizations
3. Promote community participation
4. Encourage greater collaboration among community organizations
5. Provide incentives for volunteers so they can help in community events for fundraising
6. Promote partnerships among community organizations
7. Promote sharing of information and resources
8. GVLIP – we would like to see messaging and branding package that includes multimedia “welcoming” speaking to the essence of the Imagine statement – we need a saying, a song, a visual and a story
9. Promote an international week! Or, maybe one already exists so let everybody know about it!
10. At Camosun College, there is an “International Week” that is a good place to let all international students know about ICA and the services they provide
11. Ask sports coaches to volunteer time to run camps for newcomer youth
12. Media Plan – ongoing sharing of “stories” and “events; Theme based? News based?
13. I could manage social media/website to share experiences of other newcomers
14. Could be great to have a database with real newcomer journeys
15. Newcomers could take advantage of having mentorships
16. Begin online (or otherwise) dialogue on “Canadian values”
17. Create “A welcome wagon” for international students, or a “buddy system” to link longer-term immigrants with community members – ask questions, share, celebrate, build relationships
18. I would like to work on a handbook with resources for newcomers
19. “Island Groupon” for newcomers (via VIRCS/ICA) so newcomers have more incentives to “visit” local business
20. Map our networks and share
21. Online database for employment
22. Have recreation centres market “Newcomer Swims” and other events for newcomers to network
23. Connect with other discussion groups – e.g. food, homelessness, etc.
24. Can the Imagine Statement be captured in a graphic, or a poll, or a song, or all of the above? Imagine statements may be difficult for newcomers to understand if English is not their first language
25. “Focus Test” the Imagine Statement to determine how easily it is understood
26. Start a “meet up” group in your neighbourhood
27. There is a kitchen in the public market; each month sponsor different foods from newcomer countries
28. Let’s create a mentorships circle for newcomers in the community
29. Awareness – messaging to CPN members for distribution to their networks
30. ICA can provide English classes; it doesn’t matter if they are students; or, working with some Association or government office to provide this service
APPENDIX 3:
IDEAS CONT.

31 refugeepartners.com – create a database of:
   a. Immigrants and their stories and a list of their needs
   b. Frequently Asked Questions – so that all stakeholders can coordinate their services and be available to stakeholders, immigrants and the community all the time
   c. managed by the open data BC initiative
   d. all the information available to all the people, all the time

32 Immediately create a central place (physical or virtual) that will contain and distribute all the relevant information resources, contacts and other tools of interest for immigrants and settlement purposes

33 Kids play dates – set up a time/day for moms and kids of different cultures to meet at a park for free fun and networking

34 What if “ICA” has some postings on buses – we need to know that ICA exists!

35 Job fair aimed at newcomers

36 Challenge Paper – Clearinghouse to coordinated access to settlement services

37 Have a centre to refer newcomers to the services they need at the moment

38 FAQ – frequently asked questions for different organizations can answer newcomer’s questions; Facebook page?

39 Reimagined statement translated into different languages new

40 Assumption #3 – how do you expose someone who doesn’t know everyone or just is shy?

41 Connect newcomers to our personal and professional networks

42 Partnerships with students and immigrants to learn from each other – their language, culture and history – can help students with language learning and immigrant integration into a new culture and learning language; a good way to make friends and establish connections

43 Food Share Network organizations to provide access to food

44 Challenge Paper - bring back Folk Fest

45 Establish a “Cultural Groups” working committee to enhance cooperation

46 Learn Google Translate and get your “We Speak” decals and pins so newcomers know who they can approach

47 Big Brother, Big Sister for families – connect families with kids of same age

48 National, provincial, regional, and municipal laws/bylaws indicate “Canadian values” besides the Charter of Rights and Freedom; can we put in bullet form key laws that give newcomers a more extensive list of “Canadian values?”

49 Translate imagine statement in multiple languages

50 Create a resource site where individuals can find mentors

51 Create an Olympic Games for students as a way to celebrate and represent the diversity at local schools (involve the families)

52 Connecting a Driver’s Education Program with newcomers to speed up the process of learning to drive for newcomers

53 What opportunities are there with local school districts? Let’s leverage the amazing energy and compassion of children

GVLIP: Strategic Plan & Challenge Dialogue Synopsis
## APPENDIX 4: WORKSHOP AGENDA APRIL 18, 2017

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| 8:45 – 9:00 am | Session 1: Aboriginal welcome & blessing, opening thoughts, and introductions  
Telaxten (Paul Sam), Jean McRae, and Steven Baileys |
| 9:00 – 9:30 am | Session 2: Setting the stage for a productive workshop — agenda, workbook, rules of the road and expected outcomes  
Keith Jones |
| 9:30 – 9:40 am | Session 3: The Imagine statement — starting with some inspiration!  
Fiona Bramble |
| 9:40 – 10:15 am | Session 4: What have we heard so far — highlights from the dialogue feedback  
Keith Jones |
| 10:15 – 10:30 am | Refreshments, Networking, and Move Your Car Break |
| 10:30 – 11:10 am | Session 5: Additional assumptions to further frame our understanding of the GVLIP  
David Southern |
| 11:10 – 11:30 am | Session 6: Making a start on some shared principles for the GVLIP  
Daniela dos Santos Pinto & Keith Jones |
| 11:30 – 11:45 am | Session 7: Give & Get — Identifying our collective assets and value proposition  
Keith Jones |
| 12:45 – 1:00 pm | Session 8: Idea-Opportunity-Action Wall  
Daniela dos Santos Pinto |
| 12:00 – 12:30 pm | Lunch Provided |
| 12:30 – 1:00 pm | Session 9: Open Space – sign-up on the Bulletin Board  
Conveners |
| 1:00 – 2:30 pm | Session 10: Starting to align on and shape our strategic intentions for the GVLIP  
Keith Jones |
| 2:30 – 3:00 pm | Session 11: Options for organizing ourselves going forward  
Keith Jones |
| 3:00 – 3:20 pm | Session 12: Maintaining the momentum? – developing a “120-Day” Action Plan  
Keith Jones |
| 3:20 – 3:30 pm | Session 13: Closing reflections, next steps, how did we do on our expected outcomes (workshop evaluation)  
Steven Baileys and Keith Jones |
**APPENDIX 5: STRATEGY FOR A GVLP (LOGIC MODEL)**

**STRATEGIC ACTIONS**

1. Design and implement a centralized information hub with tailored applications for newcomers and service providers
2. Make settlement and community information available at multiple points throughout the region and in appropriate languages
3. Undertake studies on particular aspects of the ‘newcomer settlement system’ regarding key issues

**ENABLING OUTCOMES**

1. Support service information is readily available, consistent, easy to access and use, and shared among newcomers and service providers
2. Support services for newcomers are available to all newcomers and the community are accessed more easily and more personalized
3. There is a more informed and thorough response to the financial situation of newcomers
4. Labour and employment markets for newcomers are better understood
5. Community and collaboration work in improving social outcomes for newcomers and the community and build effective working relationships
6. Support services are more comprehensive, intensive, and delivered collaboratively
7. Support services are more harmonized, coordinated, and navigable
8. Support services are more streamlined, integrated, simplified, and coherent
9. Established newcomers are better able to help recent newcomers
10. Empowerment and community overall are more aware of beneficial skills & experience newcomers bring
11. Support services are more empathetic, welcoming, and help set newcomers
12. Established newcomers are better equipped with English and other competency skills they need
13. Newcomers and newcomers engage more often in meaningful cultural exchange and respectful dialogue
14. Newcomers develop more diverse friendships more easily and quickly
15. Conscience and stereotyping are reduced throughout the community
16. Support services are better differentiated among providers
17. Policies, programs, and practices are more informed, more innovative, and better suited to the needs and priorities of newcomers and the community overall
18. Newcomer policies and practices are more aligned within and across governments, education, and other key sectors

**HIGH LEVEL OUTCOMES**

1. Newcomers are kept well-informed before, during, and following their settlement period
2. There is equitable access to a complete and integrated suite of information, resources and services for newcomers before they arrive and over the course of their settlement
3. Funding from governments for newcomers is leveraged more effectively by all sectors
4. Funding and resource support for newcomers is more accessible, more stable, and sustainable
5. More pathways are created for improving connections between and among newcomers and the community overall
6. Newcomers are engaged with and by the community more quickly
7. All sectors throughout the region are engaged in providing direct and indirect support for newcomers
8. Newcomers at all working ages have greater gainful employment, and that are better matched to core competencies
9. There are strong reciprocal relationships and connections between newcomers and members of the community
10. The community learns about and is more aware of and appreciative of what cultural diversity contributes to the community
11. Newcomers have more opportunities for learning and career advancement
12. The needs, gaps, and demands of the newcomer–community support system are better known, anticipated and planned for
13. The newcomer–community support system shares information and knowledge more easily and applies it to improve practices and be more innovative
14. More newcomers are attracted and remain

**LONG-TERM GOAL**

Newcomers have improved access to and use of the personalized supports they need to fully engage, learn, and play to their full potential across the region; they are welcomed, supported and facilitated efficiently by a broad, collaborative, base of well-networked service providers, neighbourhoods, communities, citizens, and settled newcomers over the course of their settlement journey

**BENEFITS**

- Experience less stress with their settlement
- Other about their lives more effectively and efficiently
- More economic security, financially sustainable, and have meaningful livelihoods
- Are secure and have stable housing in a place they call home
- Feel openly welcomed, appreciated, and valued for their contributions to communities
- Are self-sufficient, well-adjusted, and have strong social networks
- Experience a stronger sense of belonging
- Are healthier and well in mind, body, and spirit
- Attain respected positions of leadership
- Exercise a strong voice and feel empowered

**GREAT HΟΡΙΟΤΗΤΑ ΕΚΟΝΟΜΙΑ...**

- Reduce funding gaps filled by newcomers
- Businesses and social enterprises acquire the capacity and specialized skills that newcomers need
- Thrives, is more diverse, stable, and sustainable

**SPECIAL PROJECT**

Greater Victoria is an inclusive, strongly connected, vibrant, and multicultural community enriched by newcomers and all they contribute along with the many people and organizations welcoming and helping them get settled in their new home.
## APPENDIX 6: WORKSHOP PARTICIPANTS

<table>
<thead>
<tr>
<th>LAST NAME</th>
<th>FIRST NAME</th>
<th>AFFILIATION/ORGANIZATION</th>
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<tbody>
<tr>
<td>Andrew</td>
<td>Andrew</td>
<td>Red Cross</td>
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<tr>
<td>Baileys</td>
<td>Steven</td>
<td>Inter-Cultural Association of Greater Victoria/Design Team</td>
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<td>Jordan</td>
<td>Victoria Immigrant and Refugee Centre Society</td>
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<td>Carter</td>
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<td>Community Member</td>
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<td>Dussan</td>
<td>Mabel Martinez</td>
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<tr>
<td>Ferreira</td>
<td>Fatima</td>
<td>Greater Victoria Public Library</td>
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<tr>
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<td>Keri</td>
<td>Victoria Immigrant and Refugee Centre Society</td>
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<tr>
<td>Jones</td>
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<tr>
<td>Ziegler</td>
<td>Valerie</td>
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### APPENDIX 7: PARTICIPATING ORGANIZATIONS

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<td>Victoria Filipino Canadian Association</td>
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APPENDIX 8:
WHO DID WE HEAR FROM?

Responses to the Challenge Paper Survey and the Community Dialogue workshop on April 18, 2017 included feedback from the following 74 people and 65 organizations:

1. Anglican Diocese of British Columbia
2. Asian Heritage Celebration
3. Ballet Victoria
4. BC Black History Awareness Society
5. Big Brothers Big Sisters (BBBS)
6. Business Training Consultancy
7. Camosun College
8. Canadian Red Cross Society (CRCS)
9. Capital Regional District (CRD)
10. Community Mapping Collaboratory
11. Community Social Planning Council
12. Correctional Services of Canada
13. Counselling Centre for Immigrants & Refugees
14. English Language School
15. Esquimalt Neighbourhood House
16. Global Village Store
17. Greater Victoria Chamber of Commerce
18. Greater Victoria Police Diversity Advisory Committee (GVPDAC)
19. Greater Victoria Public Library
20. Here! Magazine
21. House of the World Society
22. Inter Cultural Association of Greater Victoria (ICA)
23. Indigenous Perspectives Society
24. Inn at Laurel Point
25. Integra Support Services
26. Inter Cultural Association
27. Immigration, Refugees, and Citizenship Canada (IRCC)
28. Island Health
29. Island Savings
30. Ismaili Muslim Community
31. James Bay Community Project
32. James Bay New Horizons
33. Kulea-Love
34. Leadership Victoria
35. Mothering Touch Centre
36. Our Place
37. Phoenix Human Services Association
38. Real English Victoria Language Co-op
39. Real Estate
40. Refugee Program
41. Refugee Sponsorship Group
42. Refugeepartners.com
43. Restorative Justice Victoria
44. Saanich Council
45. Saanich Police
46. Saint Barnabas Refugee Support Group
47. School of Child and Youth Care
48. School District 63
49. Society for Indian Classical Arts
50. Ten Thousand Villages
51. Township of Esquimalt
52. University of Victoria
53. Vancity
54. Victoria Filipino Canadian Association
55. Victoria Foundation
56. Victoria Hindu Temple
57. Victoria Immigrant and Refugee Centre Society (VIRCS)
58. Victoria Iraninan/Persian Cultural Society
59. Victoria Multifaith Society
60. Victoria Police Department
61. Victoria Symphony
62. Volunteer Victoria
63. West Shore Parks & Recreation
64. WestShore Chamber of Commerce
65. World Financial Group