



Greater Victoria
Local Immigration
Partnership

presents

Strategic Plan 2025-2028



powered by



Inter-Cultural
Association
of Greater Victoria

Contents

Land Acknowledgement	3
Message from the GVLIP	4
Voices of Our Partners	5
Immigration Profile for the Capital Region	7
Greater Victoria Context Mapping	8
We Are the GVLIP	11
GVLIP Partnership Structure	11
Mission	12
Vision	12
Values	12
Overarching Commitments	13
Strategic Priorities	13
Priority: Health	14
Priority: Housing	15
Evaluation and Measurement of Success	16
Explanation of Terms	17
Testimonials	19



Land Acknowledgement

The Greater Victoria Local Immigration Partnership brings together individuals and organizations located on the traditional territories of the W̱SÁNEĆ and Lək̓ʷəŋən speaking peoples. As newcomers and settlers, we are visitors on this land and we acknowledge with respect the Songhees, Xwsepsum, Tsartlip, Tseycum, Tsawout, Pauquachin and T'sou-ke nations whose historical relationships with the land continue to this day. In the spirit of creating strong, respectful relationships, we are committed to working in partnership with all Indigenous communities who reside in the Greater Victoria area, in order to reduce the impact of colonization that continues through our work with newcomers.



Message from the GVLIP

Throughout history, newcomers have contributed to the growth, resilience, and diversity of Canada. While newcomers continue to face systemic barriers that prevent them from fully participating, the entire community is affected. By supporting those who face the greatest challenges, we enable everyone to thrive and make progress that is shared and sustainable.

As a newcomer myself with a journey that included forced migration, refugee experience, and the uncertainty of temporary status, I understand deeply what it means to arrive in a new country and begin again from square one. Connection, understanding, and opportunity transform hardship into growth, and when newcomers thrive, the entire community flourishes.

This Strategic Plan is a collaborative effort and reflects how the Greater Victoria Local Immigration Partnership (GVLIP) continues to evolve toward that vision. It charts our collective direction for the coming years, grounded in collaboration, equity, accountability, and learning. The Plan outlines how we will strengthen partnerships, amplify newcomer voices, and align our local efforts with the IRCC's ultimate goal: Successfully settled and integrated newcomers benefit Canada.

This goal reflects not only a federal vision but also a human truth — when people find belonging and opportunity, entire systems become more resilient.

Thank you to everyone, partners, newcomers, Indigenous leaders, funders, and community members, whose insight and resilience guide our work. Together, we are building a community that learns, listens, and grows stronger by ensuring that no one is left behind.

With gratitude and hope,

Hanna Kontomyrova
GVLIP Coordinator





Voices of Our Partners

Over the past five years (2020-2025), GVLIP partners have worked together to create meaningful change. Their reflections capture both the progress made and the inspiration guiding us into the next three years.

Our Achievements

Partners highlighted collective accomplishments that have strengthened newcomer support and community connections. These achievements reflect the tangible impact of collaboration across sectors:

"We've successfully partnered with local health organizations to provide newcomers with better access to healthcare services, including mental health support and preventative care."

"[GVLIP] Established strong partnerships with housing authorities and non-profits to secure affordable housing options for newcomers, ensuring they have safe and stable living conditions."

"There's been some excellent research and advocacy work published by the GVLIP in regard to housing challenges, and I think that it has helped to raise the profile of this issue and provide practical, implementable solutions."

The Value of Collaboration

Beyond outcomes, partners spoke about the sense of connection and shared purpose that comes from working together. Their words affirm that inclusion, respect, and mutual learning remain at the heart of GVLIP's success:

"... I feel that my contributions to GVLIP have been valued in several meaningful ways. My insights and perspectives have been welcomed in discussions, and I have had opportunities to contribute to shaping initiatives."

"I would be honored to continue as an active partner in GVLIP moving forward, as I deeply value the work being done to support immigrant communities in Greater Victoria."

Looking Ahead

Partners also shared aspirations that will guide the next three years - a vision grounded in advocacy, collaboration, and lived experience:

"Lobbying with provincial and federal governments to restore funding and support for agencies working with immigrants and refugees. Raise awareness about the importance of immigrants in our society and economic wellbeing."

"I plan to stay as an active partner in GVLIP because I believe in the importance of collaboration to support newcomers and strengthen our communities. There is still work to be done in bridging gaps in services, fostering meaningful partnerships, and advocating for policies that improve immigrant integration. By staying involved, I hope to contribute to impactful initiatives, share insights from my work, and help create more opportunities for newcomers to thrive."

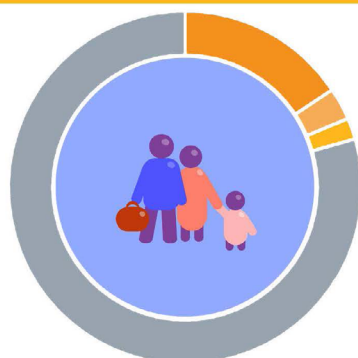
"I have lived experience of being an immigrant in Canada, both the good experiences and challenges that go with it. I understand, first hand, that the journey of a newcomer is not an easy one. Many newcomers do not have the resources or knowledge of how to access healthcare, housing, and may face social isolation or discrimination. I want to participate in community dialogues and help shape GVLIP's plans and actions."

These voices remind us that GVLIP's strength lies in its people, those who bring experience, compassion, and a shared commitment to building an inclusive region where newcomers and long-term residents thrive together.



Immigration Profile for the Capital Region

POPULATION SIZE



19% of the total population are **immigrants**

3% are **recent immigrants** (2016-2021)

2% are **temporary residents**

81% are **non-immigrants**

AGE & FAMILY

CHILDREN

(0-14 years of age)

13% of recent immigrants

16% of non-immigrants

SENIORS

(65+ years of age)

4% of recent immigrants

20% of non-immigrants

IMMIGRANTS

NON-IMMIGRANTS

AVERAGE AGE

34 years old-recent immigrants

42 years old-non-immigrants

On average, recent immigrants are **10 years younger** than the non-immigrant population and most are living with someone else.

EDUCATION & EMPLOYMENT

POST-SECONDARY CERTIFICATE, DIPLOMA, OR DEGREE

76% of recent immigrants

60% of non-immigrants

EMPLOYMENT RATE

73% for recent immigrants

61% for non-immigrants

WORK FULL-TIME

38% of recent immigrants

35% of non-immigrants

WORK PART-TIME

36% of recent immigrants

31% of non-immigrants

PERMANENT JOB POSITION

71% of recent immigrants

70% of non-immigrants

TEMPORARY JOB POSITION

16% of recent immigrants

13% of non-immigrants

LIVING ALONE

6% of recent immigrants

15% of non-immigrants

64% of recent immigrants (age 25 to 64 years) have a **degree from outside Canada.**

7% is the **unemployment rate** for recent immigrants and for non-immigrants.

The profile was created based on the 2021 Census data collected in May 2021. Please note that it does not reflect any changes that have occurred since then.

See full Immigration Profile: <https://bit.ly/immigrantprofile>

Greater Victoria Context Mapping

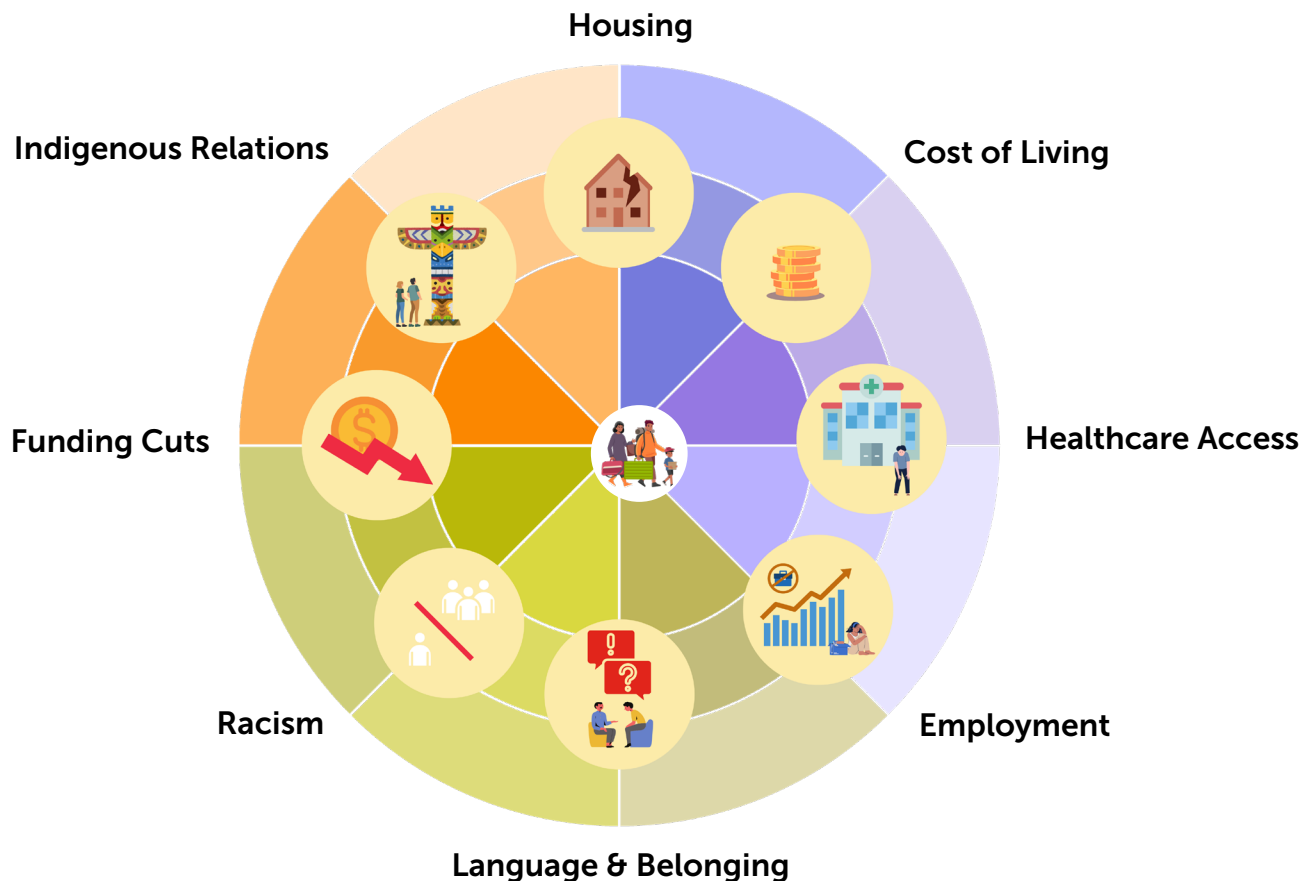
Greater Victoria is home to a growing immigrant population, representing nearly **19%** of the regional population (**73,345 people out of 397,237**, according to the 2021 Census). The top countries of origin for recent arrivals are the Philippines, India, and China.



19%

Newcomers contribute significantly to the region's diversity, economy, and cultural life. However, many continue to face systemic and social challenges that affect their settlement and long-term integration. These challenges span housing, healthcare, employment, language, and social belonging, and require coordinated, sustained responses from community partners.

GVLIP's **three-year strategy** is grounded in an understanding of this evolving context. The following overview outlines the primary forces shaping newcomer experiences in Greater Victoria today.



Housing and Cost of Living

Housing remains the most pressing issue for newcomers. Despite recent moderation in rental prices, Victoria continues to rank among the most expensive housing markets in Canada. Many newcomers, including refugees and displaced families, spend **more than 70%** of their income on rent. Limited family-sized units and persistently low vacancy rates often push immigrant households into substandard housing or distant communities with fewer services. These conditions increase financial stress and reduce access to employment, education, and community connections.

Healthcare Access

Approximately **100,000** residents in Greater Victoria lack a family doctor, and median emergency room wait times often exceed six hours. For newcomers, these systemic shortages are compounded by language barriers, limited interpretation services, and the lack of culturally safe care. Many immigrants report difficulty navigating the health system and, as a result, may delay seeking help. This can lead to missed diagnoses and worsening of conditions that could have been managed earlier.

Employment and Economic Integration

Newcomers are essential to filling labour shortages across sectors such as healthcare, technology, and services. Yet many remain **underemployed**. Barriers such as unrecognized credentials, language requirements, and evolving immigration program rules often force highly skilled professionals into survival jobs. This mismatch not only limits newcomers' economic potential but also deprives local industries of valuable expertise.

Language and Belonging

A sense of belonging is central to newcomer well-being and successful integration. In Greater Victoria, many immigrants **find belonging through language classes** and conversation groups, connecting with nature, or participating in cultural festivals and community events. These activities help build confidence, improve English, and create social networks that anchor newcomers within the community.

Racism and Anti-Immigrant Narratives

Social inclusion remains uneven. While many immigrants report strong community ties, **racialized residents continue to face high rates of racism (71%)**, which undermines well-being and civic participation. These experiences are intensified by the rise of anti-immigrant narratives that fuel stigma and negative perceptions. Such narratives not only shape lived experiences but also influence public attitudes and policy decisions, making this an urgent area for action.

Funding Cuts and Service Gaps

At the same time, **financial pressures are weakening the systems** designed to support newcomer integration. Reductions in federally funded programs, including language training, have limited opportunities for immigrants to build English proficiency and confidence. More broadly, funding cuts have led to program closures, staff layoffs, and, in some cases, the shutdown of entire agencies. As demand for services grows, these losses make it increasingly difficult to ensure consistent, accessible, and culturally responsive supports across the region.

Intersection with Indigenous Context

Newcomer settlement in Greater Victoria takes place on Indigenous lands and within the broader context of Indigenous–settler relations. Aligning with the Truth and Reconciliation Commission’s Calls to Action, newcomers benefit from education about Indigenous histories, rights, and cultures. This understanding fosters **respectful coexistence and shared belonging**, strengthening relationships between communities.

Conclusion

The challenges faced by newcomers in Greater Victoria are complex and interconnected. Housing and healthcare remain the most urgent priorities for collective action, as they directly affect stability, health, and quality of life. At the same time, employment, equity, belonging, and reconciliation are cross-cutting factors that shape the newcomer experience and influence outcomes in every area.

By focusing on housing and healthcare while embedding intersectional priorities throughout the Strategic Plan, GVLIP and its partners can respond to immediate needs and build the foundation for long-term systemic change. This approach recognizes both the constraints of local capacity and the opportunity to strengthen Greater Victoria as an inclusive region where newcomers can truly thrive.

This chapter draws on findings from the **Regional Context Brief (GVLIP, 2025)**: bit.ly/regionalcontextbrief2025

We Are the GVLIP

The Greater Victoria Local Immigration Partnership (GVLIP) is a coalition of newcomers, community organizations, government agencies, institutions, businesses, and business organizations focused on improving the integration, belonging, and inclusion of newcomers in the Greater Victoria area. Local Immigration Partnerships (LIPs) are funded by Immigration, Refugees, and Citizenship Canada (IRCC) to support locally informed approaches to innovate and optimize newcomer inclusion and belonging. There are currently about 90 such coalitions in Canada.

GVLIP Partnership Structure

GVLIP's work is carried out through four interconnected groups, each with a distinct role in advancing our mission:

The Partnership Council provides leadership, direction, and strategic oversight to ensure a coordinated and comprehensive approach to immigration and integration that reflects the needs of the region. During this contract period, the Community Equity Sector Table joined the work of the Partnership Council, reflecting our guiding principle that equity must be woven through all aspects of GVLIP's work.

Immigrant Advisory Team ensures that the voices and lived experiences of immigrants and newcomers remain central to GVLIP's direction and decision-making, and encourages their meaningful participation in shaping our collective vision.

The Healthcare Sector Table advises on key healthcare challenges faced by newcomers, immigrants, and refugees in Greater Victoria, identifying systemic barriers and co-developing community-informed solutions.

The Housing Sector Table provides guidance on housing issues affecting newcomers, immigrants, and refugees across the Capital Region, helping partners coordinate efforts to increase access, stability, and equity in housing.

The Employment Sector Table operates as a satellite initiative aligned with GVLIP and coordinated by the Inter-Cultural Association of Greater Victoria, GVLIP's host organization. It advances equitable employment opportunities for newcomers through collaboration, shared learning, and coordinated action across sectors. In its aligned capacity, this table will create its own strategic goals & objectives in early 2026, which will be shared with the GVLIP tables when completed.



Mission

The GVLIP bridges people, systems, and organizations across Greater Victoria to remove barriers, center newcomer and immigrant voices, and cultivate empowering ecosystems where everyone belongs and thrives.

Vision

Greater Victoria is a region where immigrant experiences shape policy and future growth, collaboration strengthens communities and removes barriers, and newcomers are empowered to thrive, belong, and make meaningful contributions.

Values

Values are the guiding principles that shape the way we work together with partners, newcomers, and the broader community. They ground our actions in respect, collaboration, and inclusion, ensuring that our collective efforts create lasting impact.

CONNECTION

We build bridges across sectors, cultures, and communities, creating transformative and inclusive networks that amplify newcomer and immigrant voices. We believe in authentic, trust-based, and respectful relationships that foster mutual growth and open pathways to equitable services and opportunities. We stay agile and responsive through shared decision-making and regular feedback to meet the evolving needs and aspirations of the community.

EQUITY

We act for justice, reconciliation, and inclusion, ensuring that diverse newcomer and immigrant voices are heard and drive change. We work to dismantle structural racism and all forms of discrimination and hate, while honoring Indigenous Peoples as the original stewards of this land and committing to reconciliation grounded in truth, respect, and shared responsibility. Guided by empathy and dignity, we create equitable opportunities for belonging and participation for everyone in our community.

ACCOUNTABILITY

We act with courage, humility, and care. We listen, reflect, and adapt, taking responsibility for our actions, for amplifying others, and for addressing past harms. We speak up when systems fail and create space for silenced voices, acting with transparency and consistency. We are results-oriented and committed to making a meaningful difference, measuring our impact to continuously improve outcomes.

LEARNING

We grow through reflection, curiosity, and shared knowledge. We commit to continuous unlearning and relearning about communities, systems, structures, and ourselves, staying informed about local, national, and global demographics, immigration policies, and best practices for progress. We value lived experience alongside qualitative and quantitative data, and we co-create and share accessible knowledge, remaining open to new ideas that deepen intercultural understanding and lead to lasting impact.

Overarching Commitments

The following overarching commitments guide GVLIP's work across all initiatives and partnerships. They establish a consistent foundation for how we collaborate, make decisions, and advance projects across the network.

Embed Indigenous perspectives in all GVLIP practices, policies, and collaborations. Commit to decolonizing language, relationships, and processes, strengthened through ongoing partnerships with Indigenous knowledge holders and community organizations.

Build partner capacity to recognize and address systemic racism by applying anti-racist practices and integrating Equity, Diversity, and Inclusion (EDI) principles into planning, initiatives, and communications.

Address misinformation and anti-immigrant narratives by amplifying newcomer voices and lived experiences, supporting shared learning, and strengthening intercultural understanding and accountability across community partnerships.

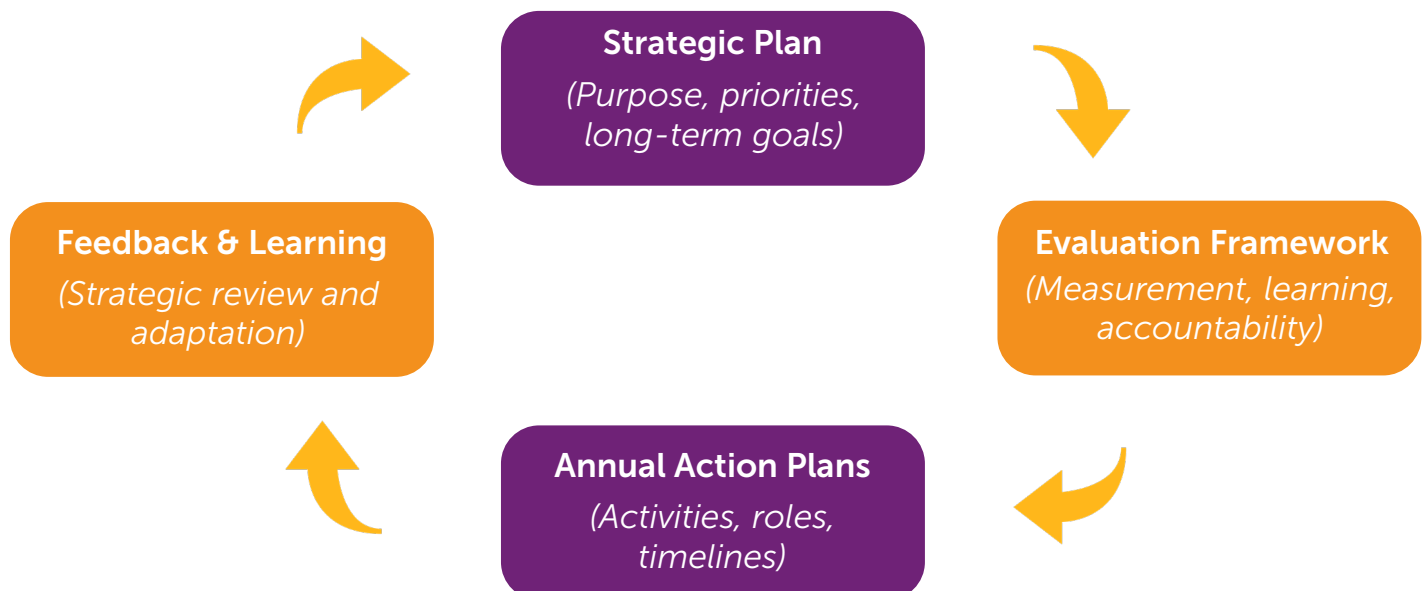


Strategic Priorities

Each strategic priority translates GVLIP's vision and values into action. The goal describes the desired long-term outcome we collectively strive toward, while the objectives outline concrete directions that guide us toward it.

Each objective is connected to one of GVLIP's core values, ensuring that our actions not only address community needs but also reflect how we work — through collaboration, respect, and shared responsibility.

The concrete actions to advance these objectives are detailed in GVLIP's Annual Action Plans, which are developed collaboratively with partners. These plans — along with the Evaluation Framework — are separate but connected documents that operationalize the Strategic Plan, ensuring our work remains responsive, measurable, and aligned with evolving community priorities.



Priority: Health

Goal

Newcomers, regardless of immigration status or background, have equitable access to a culturally safe, trauma-informed, and well-coordinated healthcare system. The system is accessible, understandable, and responsive to diverse needs. It promotes physical, mental, and social well-being through collaborative partnerships, inclusive practices, and prevention-focused care.

Connection

Objective 1: Promote cross-sector collaboration and a shared sense of responsibility to reduce service silos and improve access to physical and mental health and wellness services.

Equity

Objective 2: Cultivate communication around promoting a culturally safe, trauma-informed, and equitable healthcare system that reflects the lived experiences and diverse needs of immigrants and refugees.

Objective 3: Support efforts to integrate internationally trained healthcare professionals by connecting interest-holders, amplifying newcomer voices, and promoting initiatives that reduce credentialing barriers and strengthen system inclusivity.

Accountability

Objective 4: Observe and respond to newcomer health trends, workforce integration progress, and community insights to shape shared priorities and guide collective action.

Objective 5: Focus on improvement of the healthcare system, with partners sharing responsibility for reflecting on contributions, tracking progress, and supporting positive change in newcomers' experience.

Learning

Objective 6: Educate and empower newcomers, service providers, and communities through clear, multilingual resources that improve system literacy and access to care.

Objective 7: Raise awareness among healthcare providers, policymakers, and communities about the impact of cultural barriers and exclusion on newcomer health, highlighting the need to incorporate immigrant perspectives into program design and delivery.



Priority: Housing

Goal

Newcomers, regardless of immigration status or background, have equitable access to safe, affordable, and culturally appropriate housing. Housing is recognized as a basic human right and must be integrated within inclusive, well-connected communities that offer access to services, transit, economic opportunity, and a sense of belonging.

Connection

Equity

Accountability

Learning

Objective 1: Foster collaboration across sectors to strengthen connections between housing, employment, and community integration, and to promote innovative housing solutions.

Objective 2: Facilitate dialogue and collaboration to promote policy changes that advance equitable, affordable, and culturally appropriate housing for immigrants and refugees.

Objective 3: Monitor and assess immigrant needs, housing trends, and program outcomes to inform responsive action and continuous improvement.

Objective 4: Support continuous improvement in housing by partners sharing responsibility for evaluating efforts, monitoring changes, and fostering meaningful outcomes for newcomer communities.

Objective 5: Equip newcomers, partners, and community members with accessible information and resources to improve housing navigation, settlement outcomes, and belonging.

Objective 6: Enhance understanding among partners, communities, and policymakers about newcomer housing needs, cultural diversity, affordability challenges, and market dynamics.



Evaluation and Measurement of Success

Evaluation is essential for ensuring that GVLIP's collaborative efforts lead to meaningful, lasting change for newcomers and the community. Our approach goes beyond counting activities or immediate outputs, such as meetings, events, or resources created, and focuses instead on long-term **outcomes**: the relationships, learning, and systemic shifts that emerge through partnership and shared action.

GVLIP uses a **participatory evaluation model**, which means that partners, staff, and newcomer representatives are actively involved in defining what success looks like, selecting indicators, collecting information, and interpreting results. This collaborative approach ensures that the evaluation reflects diverse perspectives, strengthens mutual accountability, and supports continuous learning across the network.

Guided by our core **values of Connection, Equity, Accountability, and Learning (CEAL)**, GVLIP's evaluation process helps us understand both the impact of our work and how we work together. These processes are further detailed in the **GVLIP Evaluation Framework**, which serves as the foundation for annual action planning and collective reflection.



Explanation of Terms

The following glossary defines key terms used throughout the Greater Victoria Local Immigration Partnership Strategic Plan 2025–2028. Terms are provided to ensure clarity, consistency, and shared understanding across partners, newcomers, and interest-holders.

Anti-Racism The work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach and set up in opposition to individual racist behaviors and impacts.

racialequitytools.org/glossary#racial-equity

Cultural Competency A process of learning about and becoming allies with people from other cultures, thereby broadening one's understanding and ability to participate in a multicultural process. The key element to becoming more culturally competent is respect for the ways that others live in and organize the world and an openness to learn from them.

racialequitytools.org/glossary#racial-equity

Cultural Safety A culturally safe environment is spiritually, socially, and emotionally safe, as well as physically safe for people; where there is no assault, challenge, or denial of their identity, of who they are, and what they need.

equity.ubc.ca/resources/equity-inclusion-glossary-of-terms

Decolonial The active resistance against continued processes of colonial oppression and a shifting of power towards political, economic, educational, and cultural independence and power that originates from a colonized nations' own Indigenous culture.

racialequitytools.org/glossary#racial-equity

Discrimination The unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion and other categories.

racialequitytools.org/glossary#racial-equity

Diversity All the ways in which people differ, it encompasses all the different characteristics that make one individual or group different from another. A commitment to diversity does not yet include a commitment to equity.

racialequitytools.org/glossary#racial-equity

Equity / Equitable Equity refers to achieving parity in policy, process and outcomes for historically and currently marginalized people and groups while accounting for diversity. It considers power, access, opportunities, treatment, impacts and outcomes in the distribution of resources and in participation in the community and in institutions.

equity.ubc.ca/resources/equity-inclusion-glossary-of-terms

Evaluation Evaluation is the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluations inform decision making, improvements, innovation, and accountability; focus on programs, policies and priorities, but, depending on user needs, can also examine other units, themes, and issues, including alternatives to existing interventions; examine questions related to relevance, effectiveness, and efficiency; and employ social science research methods.

canada.ca/en/treasury-board-secretariat/services/audit-evaluation/evaluation-government-canada/evaluation-101-background.html

Greater Victoria Describes 13 municipalities, including the City of Victoria, Central Saanich, Oak Bay, Esquimalt, Saanich, View Royal, North Saanich Metchosis, Langford, Sooke, Colwood, Highlands, and Sidney. The traditional territories of many First Nations span portions of the region and 11 of those Nations hold reserve lands throughout the capital region.

crd.ca/government-administration/data-documents/crd-administrative-boundaries

Inclusion Authentically bringing traditionally excluded individuals and groups into processes, activities, and decision and policy making in a way that shares power.
racialequitytools.org/glossary#racial-equity

Indigenization Indigenization is the process by which Indigenous ways of knowing, being, doing and relating are incorporated into educational, organizational, cultural and social structures of the institution.
camosun.ca/about/dr-lloyd-morin-centre-excellence-teaching-and-learning/indigenization

Intersectional Intersectionality is simply a prism to see the interactive effects of various forms of discrimination and disempowerment. It looks at the way that racism, many times, interacts with patriarchy, heterosexism, classism, xenophobia — seeing that the overlapping vulnerabilities created by these systems actually create specific kinds of challenges.
them.us/story/kimberle-crenshaw-ladyphyll-intersectionality

Interest holder GVLIP avoids terms like stakeholder, recognizing their colonial roots in land occupation, and instead speaks of interest-holders — those directly and indirectly affected by our work.

IRCC Immigration, Refugees and Citizenship Canada facilitates the arrival of immigrants, provides protection to refugees, and offers programming to help newcomers settle in Canada.
canada.ca/en/immigration-refugees-citizenship/corporate/mandate.html

Newcomer Any person who was born and/or raised in another country and has immigrated to Canada. In this document, the term ‘newcomer’ refers to people who have immigrated recently or a long time ago, through varied immigration pathways, and with varied current immigration status.

Participatory Evaluation Participatory Evaluation is a type of evaluation that is “about sharing knowledge and building the evaluation skills of program beneficiaries and implementers, funders and others”³, which includes peers, people with lived experience, and the people who use a program. It is a collaborative approach to evaluation that is not necessarily concerned about what methods to use, but rather whose voices to include, how to include them, and how to determine who will have the final say about the collected results. Participatory evaluation values the processes of the evaluation itself (not just the outcomes) that aspire to promote democratic inclusion, empowerment, better program support and increase the usability of evaluation results.

paninbc.ca/2016/03/23/new-resources-on-participatory-evaluation-and-impact-evaluation

Qualitative and Quantitative Data Qualitative data include observations that cannot be directly measured, such as memory, reactions. Quantitative data, on the other hand, can be directly measured and is usually expressed numerically such as percentage, volume, number of people, etc.
curn.trubox.ca/engage/data-analysis

Racial Justice The proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all. Racial justice—or racial equity—goes beyond “anti-racism.” It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.
racialequitytools.org/glossary#racial-equity

Racism Racism can be a set of beliefs that can be held consciously or unconsciously by individuals or groups of individuals. It can also operate through complex processes and structures (political, economic, judicial, etc.) to create a systemic-level of disadvantage that is linked to race. These processes and structures can be both current and historic, can influence each other, and can shape and be shaped by the racist beliefs of individuals or groups of individuals.
chrc-ccdp.gc.ca/resources/publications/discussion-paper-systemic-racism

Structural Racism / Systemic Racism / Institutional Racism Institutional racism describes the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for white people and oppression and disadvantage for people of colour. Structural racism (or systemic racism) is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.
racialequitytools.org/glossary#racial-equity

Truth and Reconciliation Committee (TRC) In 2009, the Truth and Reconciliation Commission of Canada began a multi-year process to listen to Survivors, communities and others affected by the Indian Residential School system. The resulting collection of statements, documents and other materials now forms the heart of the National Centre for Truth and Reconciliation.
nctr.ca

Testimonials

We sincerely thank all those who have contributed to shaping this Strategic Plan and to advancing GVLIP's shared vision.

Our gratitude goes to **GVLIP partners**, past and present, for their insight, collaboration, and continued commitment to building a more inclusive community.

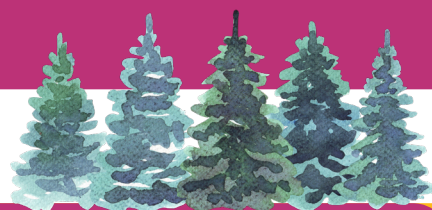
We deeply appreciate the **leadership and staff of the Inter-Cultural Association of Greater Victoria (ICA)** for their stewardship of the LIP contract and their unwavering support of partnership, innovation, and connection across the community.

We acknowledge **IRCC** for funding and guiding the Local Immigration Partnership model, enabling this collective work to thrive.

We also thank **Indigenous organizations and knowledge holders** whose guidance helps us ground our efforts in respect, reciprocity, and shared understanding of the impacts of colonization worldwide.

Our sincere thanks to **newcomers**, whose experiences, ideas, and resilience inspire the purpose and direction of all that we do, and to the **GVLIP Immigrant Advisory Table (IAT)** for representing newcomer voices with leadership and authenticity.

Finally, we extend our appreciation to the **broader community**: local residents, employers, educators, and civic partners, for their openness, curiosity, and willingness to learn and collaborate. Together, these relationships form the foundation of GVLIP's past, guide our present, and inspire the future we continue to build.





Greater Victoria
Local Immigration
Partnership

Want to be part of
community change
in Greater Victoria?

Contact us:
gvlip@icavictoria.org



Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada