

VANCOUVER IMMIGRATION PARTNERSHIP FEASIBILITY STUDY

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- Vancouver Immigration Partnership (VIP) members
- Metro Vancouver LIP Coordinators

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EXECUTIVE SUMMARY

South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House were funded by Immigration, Refugees and Citizenship Canada (IRCC) to conduct a feasibility study to determine next steps for the Vancouver Immigration Partnership (VIP), which had been led by the City of Vancouver for six years. The study sought to understand the need and desire to continue the VIP and assess municipal and local sector support for co-ordination of the VIP by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House. It used a multi-method research approach, which included a document review, an online survey, and key informant interviews.

Summary of Key Findings:

- The overwhelming majority of survey respondents (96%) agree that there is a need to continue the VIP. They see it as a unique planning table that brings together a wide range of actors, facilitates coordination, collaboration, and sharing across organizations, and is a city-level forum for immigration planning. They believe it could play a role in the post-pandemic economic recovery and reconciliation with Indigenous communities.
- Most survey respondents (87%) would support and participate in a VIP co-ordinated by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House. They value their deep community knowledge, expertise, and collaborative leadership model. They appreciate them stepping forward and want to see a smooth transition to a new lead agency. Some concerns were expressed about their authority, profile, or capacity compared to the City of Vancouver, but these could be mitigated with active engagement of the City of Vancouver in the VIP.
- The majority of survey respondents strongly agreed or agreed that the VIP should continue to focus on the four themes outlined in the *New Start Strategy*, with each theme receiving 86% or more support. Other strategic priorities suggested included post-pandemic recovery, anti-racism, equity and inclusion, and decolonization and reconciliation.
- All VIP members who participated in the key informant interviews indicated that their organization / agency, in principle, would be willing to provide an in-kind contribution, and close to two-thirds would also consider or be willing to provide a financial contribution to support the work of the VIP.

Conclusions:

- There is a clear need and desire for the VIP to continue, with strong municipal and local sector support for co-ordination of the VIP by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House.

Summary of Recommendations:

- IRCC should re-establish the LIP in Vancouver.
- IRCC should contract with South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House to convene the VIP.
- IRCC should fund the VIP for strategy development and implementation.
- The VIP be reconvened at the earliest convenience.
- The City of Vancouver should be actively engaged in the next phase of the VIP.

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INTRODUCTION

Local Immigration Partnerships (LIPs) are designed to strengthen the local capacity to attract and integrate newcomers into the community. These community-based partnerships have produced innovative plans that have optimized local approaches to newcomer settlement and integration.

The LIP model was first introduced in British Columbia in 2014 and, at the request of community partners, the City of Vancouver took on the role of lead agency for the Vancouver Immigration Partnership (VIP). Over the next six years, the VIP developed a local settlement strategy identifying key priorities for the community, conducted research on newcomer needs and community assets and gaps, developed action plans to implement the community's strategic priorities, and supported the implementation of these action plans. In 2020, the City of Vancouver announced that it would be stepping aside from this role and is no longer coordinating the VIP. The role of lead agency is currently unfilled.

South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House were funded by Immigration, Refugees and Citizenship Canada (IRCC) to conduct a feasibility study to determine next steps for the VIP. Both organizations have expressed interest in working together to co-coordinate the next phase of the VIP. Two independent consultants, Jennifer Basu and Bahar Taheri, were hired to undertake the study.

The Vancouver Immigration Partnership Feasibility Study sought to understand the need and desire to continue the VIP and assess municipal and local sector support for co-ordination of the VIP by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House. The study also sought to understand the key functions that the VIP should serve moving forward.

The following report provides a summary of the key findings that emerged from the study as well as recommendations to IRCC and the new lead agency for the next phase of the VIP.

METHODOLOGY

The VIP Feasibility used a multi-method research approach, which included a document review, online survey, and key informant interviews.

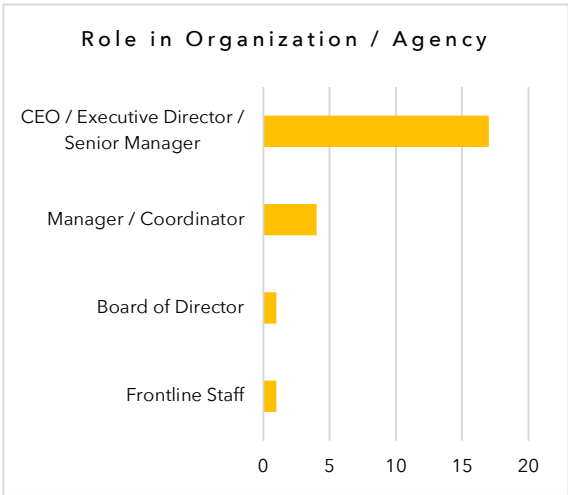
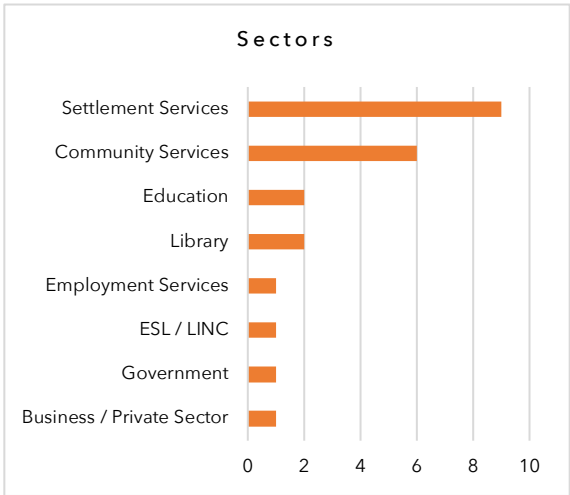
Document Review

A document review was conducted to learn about the history and work of the VIP, key stakeholders involved in the VIP, LIP Mandate, and best practices of LIPs across Canada. Resources consulted included: Pathways to Prosperity (P2P) website, VIP website, AMSSA website, 2018 National LIP Learning Event documents, and VIP quarterly / annual / three-year narrative reports submitted to IRCC.

Online Survey

An online survey was distributed to 86 representatives from 55 organizations / agencies across different sectors that had been engaged in the VIP. The purpose of the survey was to learn about the strengths of the VIP, assess municipal and local support for co-ordination of the VIP by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House, and gain a municipal / local perspective on the functions that the VIP should serve moving forward. The survey was open from January 20 to February 8, 2021, and responses were collected anonymously. The list of organizations / agencies and survey questions can be found in Appendix II.

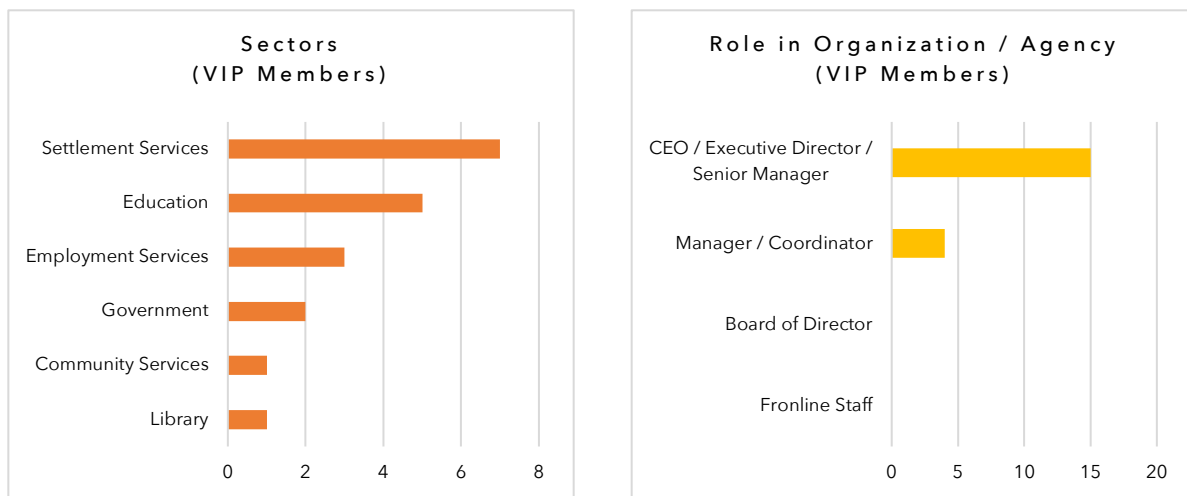
The online survey was started by 34 respondents and completed by 23 respondents. Respondents represented eight different sectors, with close to two-thirds working in the settlement or community service sector. Close to three-quarters of respondents indicated that they were in a senior leadership role within their organization / agency. Most respondents (61%) had been involved in the VIP for five or more years.



Key Informant Interviews

Key informant interviews were conducted to validate the survey findings as well as gather input on the structure, stakeholder engagement, strategic priorities and activities, and funding opportunities for the next phase of the VIP. Interviewees included a representative group of VIP members, as well as Metro Vancouver LIP managers who shared their lessons learned and best practices. A total of 25 organizations / agencies were invited to participate in an interview between February 18 and March 3, 2021. The list of participating organizations and interview questions can be found in Appendix III.

Key informant interviews were conducted with 23 representatives from 18 different organizations / agencies. Interviewees included 19 VIP members and 4 Metro Vancouver LIP managers. Close to two-thirds of VIP members represented non-settlement-service organizations / agencies, and almost 80% indicated that they were in a senior leadership role within their organization / agency.



Limitations

Some limitations to our research should be noted. First, the COVID-19 pandemic limited our data collection methods, such as the ability to organize a large, in-person community consultation. While the online survey and key informant interviews provided an opportunity for each participant to provide in-depth information, it did not allow for a group discussion or building of ideas. Second, several organizations / agencies have experienced staff turnover in recent years, and representatives who had been involved in the VIP were not available to participate in the study, thus affecting our participation rate. Third, we chose to collect responses to the online survey anonymously. While this provided VIP members with an opportunity to respond openly and honestly, it may have impacted the number and range of respondents, as well as the validity of the survey responses. However, we do believe that the impacts are minimal.

BACKGROUND AND CONTEXT

LIP Mandate

First introduced in Ontario in 2008, LIPs are mechanisms through which IRCC supports the development of community-based partnerships and planning around the needs of newcomers. They actively engage and encourage strategic partnerships between different stakeholders; provide a collaborative framework to raise awareness about newcomers’ needs; engage a wide range of local actors in fostering welcoming communities; support community-level research and strategic planning; and improve accessibility and coordination of settlement and mainstream services that facilitate newcomer settlement and integration.

LIPs come from a recognition that large-scale social change is the result of better cross-sector coordination rather than the isolated intervention of individual organizations. They seek to bring together different actors to collaborate, innovate, and change behaviours in order to address complex and multi-faceted social needs. They create systemic change in local communities by increasing the capacity and coordination of all stakeholders, including employers, school boards, health centres and networks, boards of trade, different levels of government, professional associations, ethno-cultural and faith-based organizations, and community and social services organizations.

TYPICAL STRUCTURE OF A LIP	
LIP COUNCIL	Broad-based coordinating council that provides overall stewardship and management control over the LIP initiative in the community
STEERING / EXECUTIVE COMMITTEE	Some LIPs have created a Steering or Executive Committee to support them in their work.
WORKING GROUPS / SECTOR TABLE	These groups / tables focus on particular sectors of interest or need in the community. Common themes include employment, language training, social inclusion, settlement, health, or youth.
ACTION TEAMS	Some LIPs have created Action Teams to work on specific projects emerging from a Working Group.
LIP SECRETARIAT	Acts as a backbone organization and ensures progress towards the goals by creating an inclusive partnership council that is representative of the community; conducting research on the needs of newcomers and of the community and raising awareness of these needs; establishing a local settlement strategy identifying key priorities for the community; developing action plans with specific, measurable, and time-bound activities; and supporting the implementation of action plans and reporting on results achieved.

Key functions of LIPs include: integrating newcomer needs into community planning processes; identifying community-specific strategic priorities; developing and implementing settlement strategies and action plans to improve newcomer outcomes; increasing dialogue and information sharing between service providers to identify gaps, improve coordination and avoid duplication of services; and improving the settlement experience and outcomes of newcomers, immigrants and refugees in the community.

Common themes and priorities of LIPs include: newcomer attraction, retention, and business development; children and youth; community and civic resources; education and education policy; health and healthcare; social, cultural, and political inclusion; workplace integration; and access to services.

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Vancouver Immigration Partnership

The LIP model was first introduced in British Columbia in 2014. Building on the success of its Welcoming Communities Project, and at the request of community partners, the City of Vancouver entered into an agreement with IRCC to undertake a LIP for Vancouver, which became known as the Vancouver Immigration Partnership (VIP).

Rather than create a new governance structure, the VIP drew from existing resources and named the Mayor's Working Group on Immigration (MWGI), which was established in 2005 for sectoral input and policy recommendations on immigration-related issues, as its main advisory and governance body. The MWGI was co-chaired by an elected official, former Councillor Geoff Meggs, and a community member, Daniel Hiebert, Professor of Geography, University of British Columbia, and reported to Mayor and Council. It included 18 members from the community representing the business, academic, community service, education, health, police, and legal sectors. To enable topic-focused research and dialogue, the VIP created four Strategy Groups and one Research Advisory Committee, and each was facilitated by two different convenors from the community. Members were recruited from a broad range of organizations / agencies that shared concerns for the well-being of newcomers and offered diverse expertise.

During the strategy development phase, which began in 2014, the VIP created five "conversation starters", which provided VIP stakeholders with jumping off points for discussion about different topics, and conducted a survey with 1,800+ immigrants to learn about their experiences accessing services, finding jobs, and connecting with others. The VIP Conceptual Framework was also developed, which aligns the VIP's four areas of focus with the 17 characteristics of a welcoming community and the 13 goals of the Healthy City Strategy. In its first two years, the VIP engaged nearly 120 people from 72 organizations and groups, including service organization directors, university professors, frontline workers, First Nations leaders, business representatives, community organizers, and government officials, in a process that resulted in the development of its strategic plan called *New Start 2016-2025: A Settlement and Integration Strategy for Immigrants and Refugees in Vancouver* ("New Start Strategy").

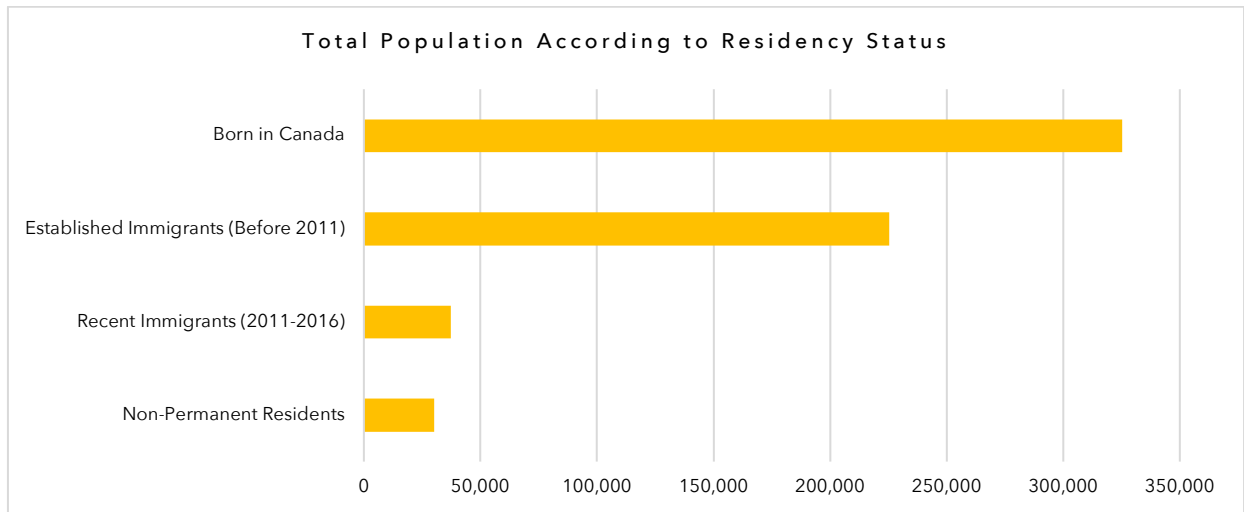
The *New Start Strategy* is comprised of four themes, each focusing on a goal and supported by one or more priority areas. See Appendix I for an overview of the themes, goals, priorities, and completed actions during the implementation phase.

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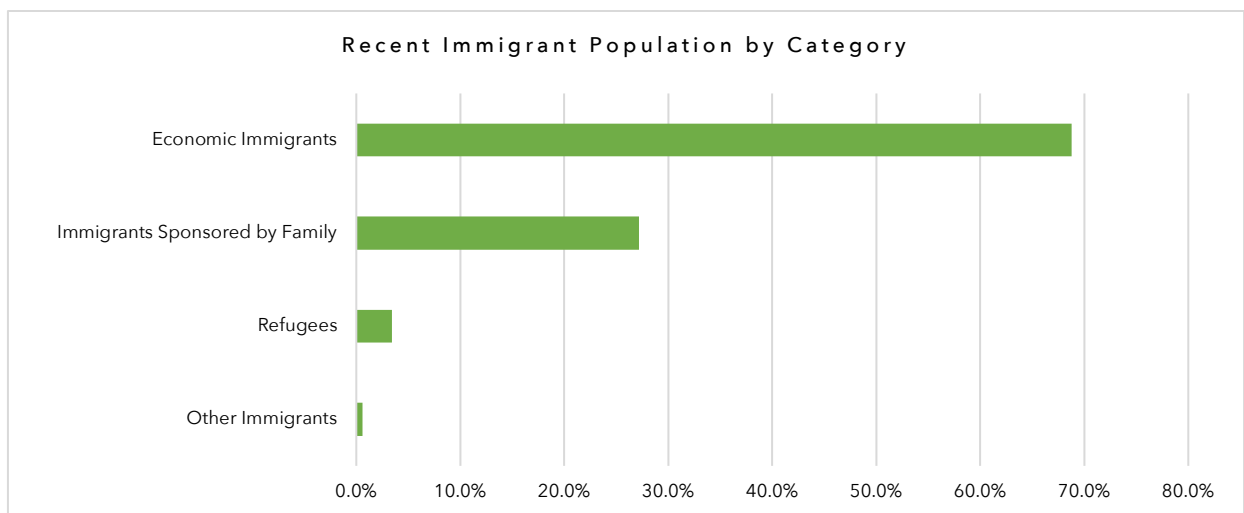
Vancouver Immigrant Demographics

According to the 2016 Census, the City of Vancouver has a population of 621,486. Close to half of the city's total population was born outside Canada, including 262,770 immigrants and 30,270 non-permanent residents (e.g., foreign workers, international students), representing 42.5% and 4.9% of the city's total population respectively. "Visible minorities" account for more than half of the city's total population, with 51.6% identifying as "visible minority", 46.0% as white, and 2.4% as Indigenous.

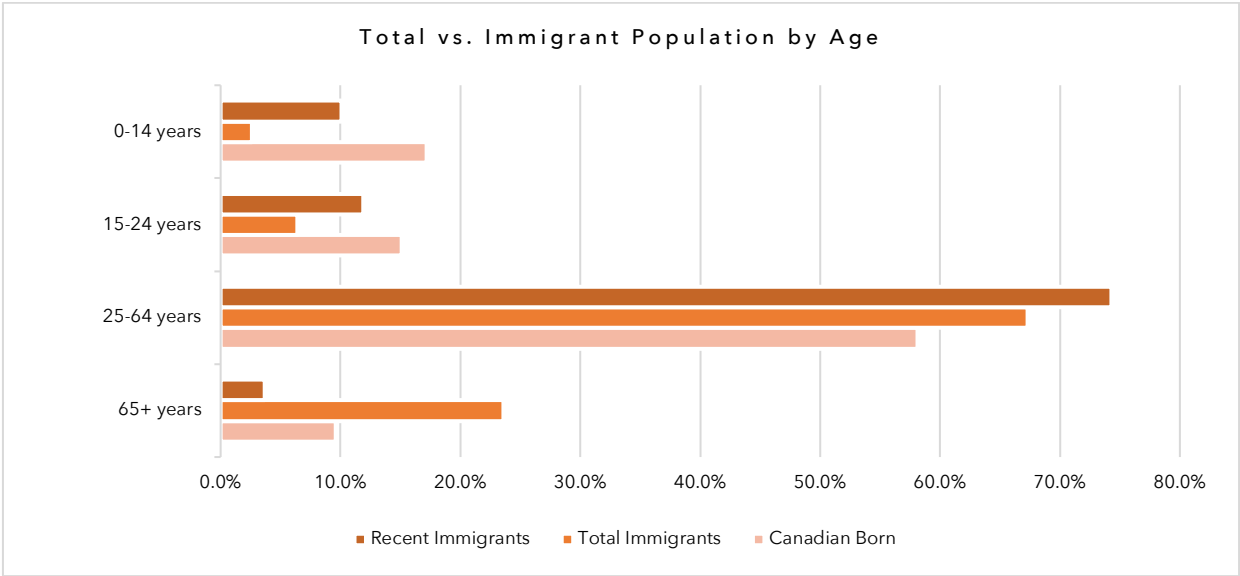


Between 2011-2016, Vancouver received 37,335 recent immigrants, representing 14.2% of the city's total immigrant population. Compared to the previous census period, the City of Vancouver experienced a decline in the number of recent immigrant arrivals: 37,335 in 2016 versus 42,230 in 2011.

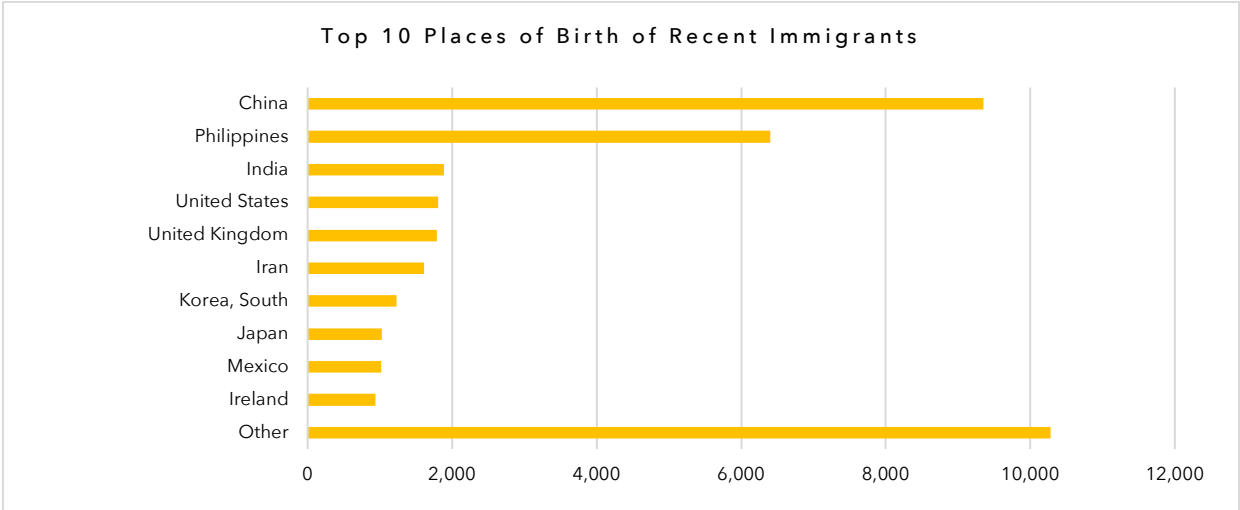
Economic immigrants make up a significant majority of Vancouver's recent immigrant population. A total of 68.8% arrived under the economic class, while 27.2% were sponsored by family and 3.4% were refugees.

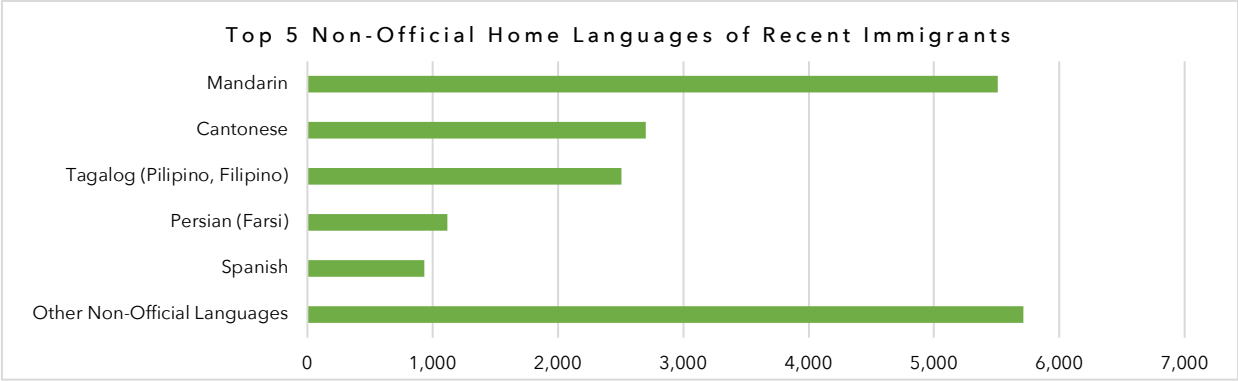


The average age of Vancouver’s recent immigrants was 34.3, compared to 50.3 for the total immigrant population and 41.6 for the total population. Working-age immigrants (25-64 years old) made up 67.3% of Vancouver’s total immigrant population and 74.3% of the recent immigrant population. Young people (0-14 years old) made up a much smaller proportion of Vancouver’s immigrant population, with 2.6% making up the total immigrant population and 10.1% making up the recent immigration population. Vancouver has a fast-growing immigrant senior’s population, with people aged 65 years or older making up 23.6% of the total immigrant population (compared to 9.6% of the Canadian-born population).



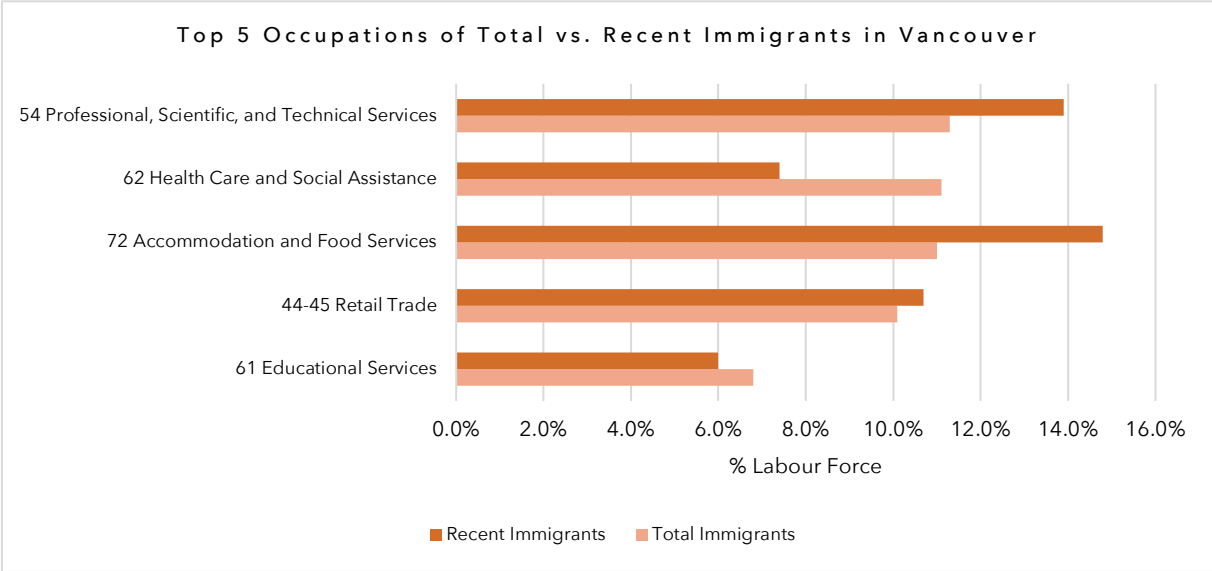
Among recent immigrants, 75.3% reported as a “visible minority”, led by people of Chinese descent (28.5%), Filipino descent (16.7%), and South Asian descent (6.9%). Close to half (49.5%) of recent immigrants speak a non-official language most frequently at home.



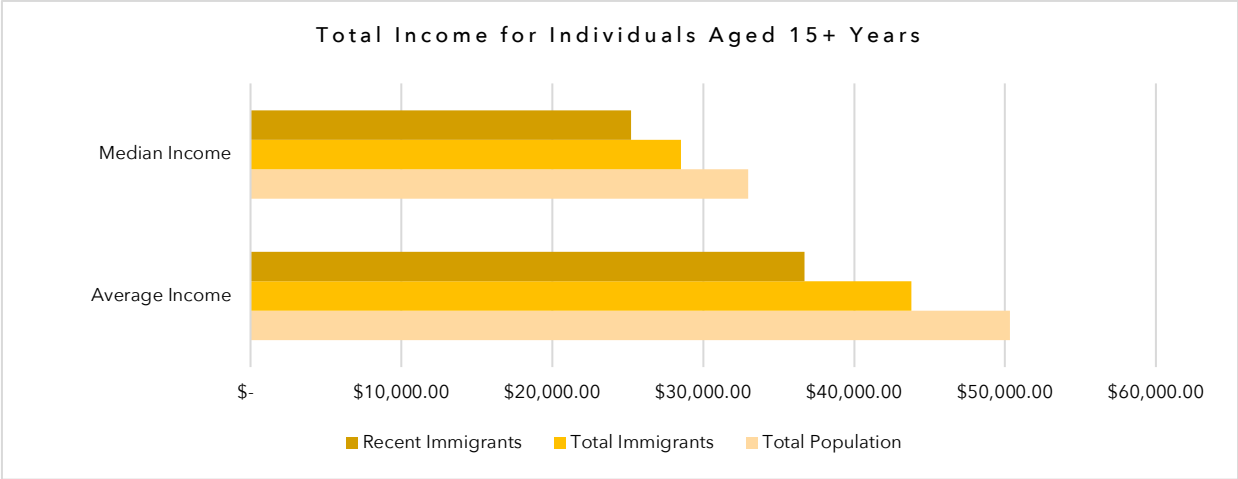


Recent immigrants have high levels of educational attainment in college or university certificates, diplomas, or degrees. In 2016, 58.0% of Vancouver’s recent immigrants of working age (25-64 years old) had a bachelor’s degree or higher, noticeably higher than the proportion of total immigrants (44.1%) and the Canadian-born population (50.3%).

A total of 154,965 immigrants and 24,260 recent immigrants were participating in Vancouver’s labour force, representing 41.8% and 6.5% of the labour force respectively. A total of 6.5% of Vancouver’s recent immigrants was unemployed, slightly higher than the total immigrant (5.4%) and Canadian-born (5.8%) labour force.



In 2016, the median income of Vancouver’s recent immigrant population was \$25,208, notably less than the median income of \$28,508 for the immigrant population and \$32,964 for the total population. However, compared to the previous census period, recent immigrants’ median income went up 37%, compared to an increase of 22% for total immigrants and 19% for the total population. Recent immigrants were most likely to live on a low income, with 27.9% (aged 15 and over) in the low-income bracket, compared to 21.2% of total immigrants and 18.8% of the total population.



In October 2020, the federal government announced its 2021-2023 Immigration Levels Plan, which aims to welcome new immigrants at a rate of around 1% of the population per year. Its previous goal of 351,000 immigrants for 2021 has increased to 401,000, while the goal for 2022 is now 411,000 immigrants and for 2023 is now 421,000, to make up for the shortfall of permanent residents admitted in 2020 as a result of COVID-19. There are no planned admission levels for foreign workers or international students, as the private sector and educational institutions largely dictate these numbers, but the number of foreign workers and international students typically exceeds the number of permanent residents to Canada each year. As one of Canada’s three largest immigrant destinations, Vancouver will likely welcome an increase in immigrants and refugees, as well as foreign workers and international students, over the next four years.

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Neighbourhood Houses

History

Neighbourhood houses play a leadership role in building healthy and engaged neighbourhoods by connecting people and strengthening their capacity to create change. They began in England in the 1880s when rural residents were migrating to cities in search of work and immigrants were fleeing persecution in continental Europe, leaving behind their families, communities, and everything that was familiar to them. They recognized a need for public recreation programs, day nurseries for working parents, English as a second language and adult literacy classes, and social services. Today neighbourhood houses provide healthy places to live, work, and play for residents of any age and from all walks of life, including newcomers. They take a grassroots approach to service delivery and value the empowerment, safety, collaboration, respect, and inclusiveness of all people. While their services are locally based, they are supportive of regional and provincial initiatives to strengthen communities. "Neighbourhood houses have proven to be instrumental both as a vehicle for community engagement and as a partner for NGOs and policy makers primarily at the municipal level" (Yan & Lauer, 2021).

Neighbourhood Houses in Vancouver

There are currently 15 neighbourhood houses operating in communities throughout Metro Vancouver, with the Association of Neighbourhood Houses of BC (ANHBC) operating eight of these neighbourhood houses, including South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House. Its mission is to play a leadership role in building healthy and engaged neighbourhoods by connecting people and strengthening their capacity to create change. ANHBC members believe in collaboration using a strengths-based model and work together with their neighbours, community members, and partners to achieve success through innovation, creativity, and support for one another. They value and celebrate diversity and inclusion and strive to reflect the diversity of their neighbourhoods in their membership, community boards, volunteers, and staff. They are committed to truth and reconciliation with Indigenous peoples, and create opportunities for intercultural dialogues and relationship-building between newcomers and Indigenous peoples in their communities.

Collectively, ANHBC members reach over 100,000 people annually throughout Metro Vancouver through their 300+ programs and services at over 50+ sites. They employ over 550 people, including 250 full-time staff, and have an annual budget of \$27 million. Volunteers are the heart of their programs, with more than 1,750 volunteers contributing an estimated 100,000 hours of service annually. "Neighbourhood houses have become socializing agencies that regularly allow immigrants to become leaders in their community and take on prominent roles in public life. In 2013, over 60% of staff members at neighbourhood houses were either current or former resident service users. As an active part of the NGO community at the urban level, neighbourhood houses pave the path of immigrants toward professional careers with third-sector organizations, community engagement, and leadership" (Yan & Lauer, 2021).

South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House

South Vancouver Neighbourhood House (SVNH) and Mount Pleasant Neighbourhood House (MPNH) are well established neighbourhood houses with extensive experience in delivering settlement and

integration programs. The two neighbourhood houses are situated in different parts of Vancouver and can tap into their extensive networks in both the northern and southern parts of the city, as well as through their ANHBC membership, to ensure representation of different partners and perspectives.

Since 1977 SVNH has been serving the areas of Killarney, Victoria-Fraserview, and Sunset, which make up approximately one-sixth of Vancouver's population. Collectively these neighbourhoods have a population of 102,000, including 55% newcomers to Canada and 80% racialized people, the highest percentage of newcomers and racialized people in Vancouver. They have a historic and systemic lack of services and infrastructure available to residents, and SVNH has been raising awareness of these issues and advocating for increased equity for these residents. SVNH is a BIPOC-led organization, with leadership from first and second-generation Canadians at all levels of the organization, and its community board reflects the racial diversity of its three neighbourhoods.

Since 1976 MPNH has been serving the area of Mount Pleasant, one of the most multicultural neighbourhoods in Vancouver. It started with a youth leadership program that was run from the basement of a local church. Today it is a volunteer and participant-led multi-service agency operating out of a spacious building in East Vancouver, providing services to more than 3,000 people annually from 40+ countries of origin. MPNH uses strengths-based and capacity-building approaches that are well-suited to enabling newcomers to meet their settlement and integration challenges and help them establish deep roots in their new community. It works with a wide range of funders and community partners, as well as a strong base of volunteers.

Role in Multi-sectoral Partnerships

Neighbourhood houses have a long, demonstrated history of working alongside a wide range of actors and stakeholders to support the integration of newcomers into neighbourhoods and communities across Metro Vancouver. They work with all three levels of government, as well as public health agencies, universities, researchers, school boards, community centres, grassroots organizations, employers, business improvement associations, civil society groups, and community members to create a welcoming environment for successful integration. The breadth of their scope, as well as their values and goals of creating healthy and inclusive communities, enable them to act as convenors and foster a systemic environment that is conducive to successful newcomer integration.

Examples of multi-sectoral partnerships that have been led by neighbourhood houses:

- Vancouver Neighbourhood House Mental Health Network - This initiative was funded by IRCC in 2019/2020 and leveraged partnerships with local health-service organizations such as Vancouver Coastal Health.
- Organizing Against Racism and Hate (OARH) - ANHBC was the lead organization of the OARH Working Group for Vancouver in 2018/2019, which brought together a wide range of partner organizations to develop and implement protocols to respond to racist and hateful events in the community.

Engagement in Research Initiatives

Neighbourhood houses are regularly engaged in various research projects and initiatives with academic partners. For example, SVNH is currently working with Simon Fraser University's Urban Studies department to look at asset mapping and distribution in neighbourhoods of South Vancouver

compared to other neighbourhoods in the City of Vancouver. It is also working with the CoreLAB team at the University of British Columbia on a community-based participatory-action research project that is centred on early years social and emotional development in the Sunset area of Vancouver.

Source

- Yan, Miu Chung, and Lauer, Sean (2021). *Neighbourhood Houses: A Place-Based Solution to Urban Disconnection in Vancouver*. Vancouver: University of British Columbia Press.

Vancouver Immigrant Service Offerings

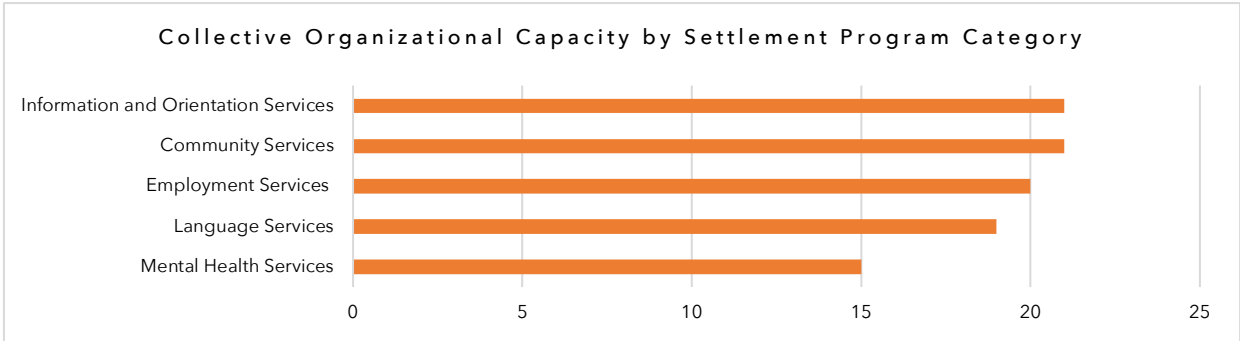
Immigration, Refugees and Citizenship Canada (IRCC) funds settlement services for permanent residents, including needs assessments and referrals, information and orientation services, language assessments, language training, employment-related services, and community connections. To help address barriers faced by newcomers accessing settlement programming, it also funds six types of support services on a limited basis, including childcare, translation, interpretation, transportation, disability support, and crisis counselling. For a list of organizations providing these services in Vancouver, please see Appendix IV.

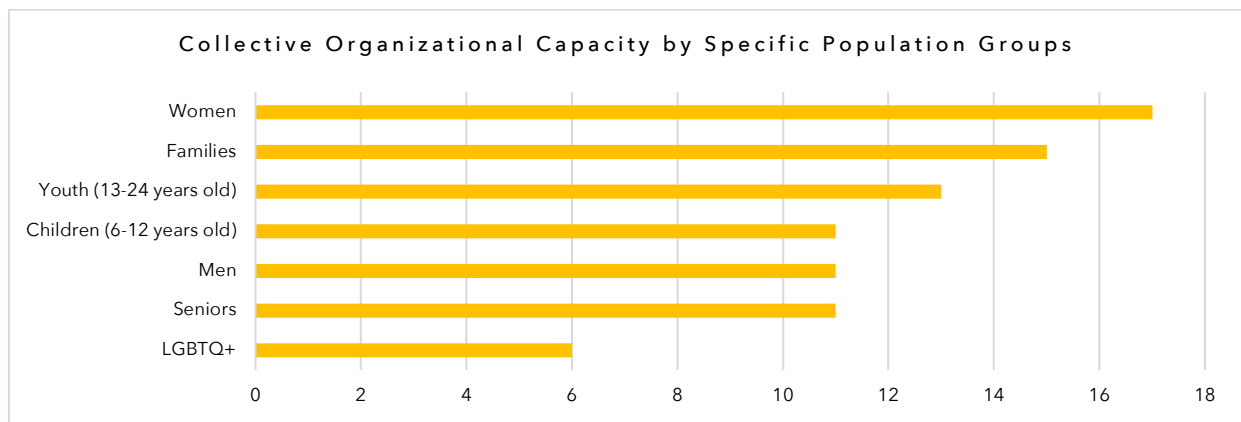
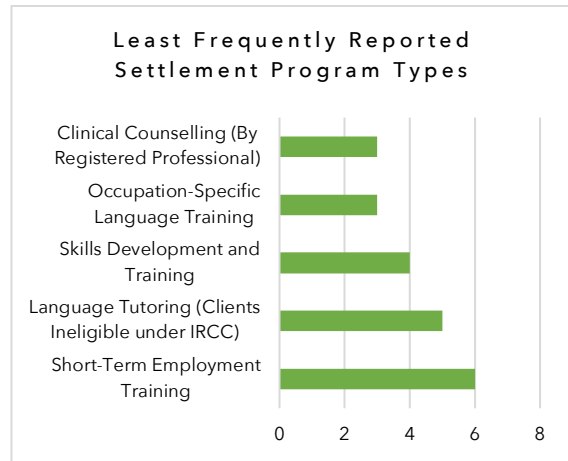
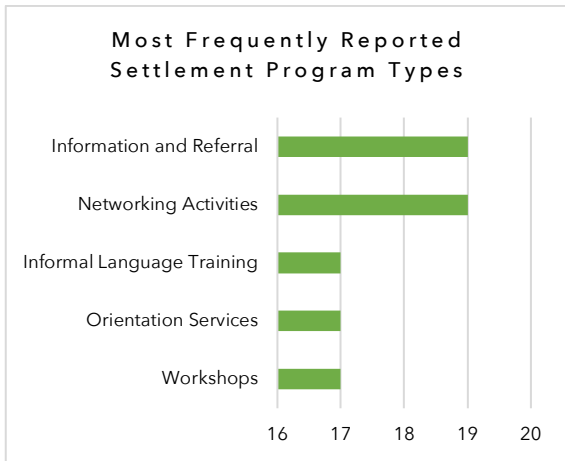
WelcomeBC funds settlement and support services for temporary residents in BC, which may include one-on-one information and referral, workshops and language supports, peer support and mentoring, and help with filling forms for immigration and work permit processes. It also funds Career Paths for Skilled Immigrants, which provides occupation-specific resources and support to help skilled immigrant job seekers move into careers that match their qualifications. For a list of organizations providing these services in Vancouver, please see Appendix V.

WorkBC Employment Services Centres help residents of British Columbia, including immigrants and refugees, prepare for a career and find a job. They provide job search resources, employment planning, skills assessment, training, work experience placement, and more. There are seven WorkBC Employment Services Centres in Vancouver.

There are many other programs and services available for immigrants and refugees in Vancouver, which are often funded by other government departments / ministries, the City of Vancouver, foundations, etc. Examples of programs / services include: legal clinics, mentorship programs, informal language training, youth programs, and mental health supports. For a complete list of programs and services, please visit [bc211](#) or the [Arrival Advisor App](#).

In 2017, a study was conducted, called *The Vancouver Immigration Partnership Mapping and Assessment Project: A Model to Assess the Service Capacity of Vancouver’s Settlement Organizations*, which developed and implemented a framework for systemic mapping and assessment of federally and provincially funded settlement services in Vancouver. The report provides a snapshot of service capacity across five settlement program categories and 36 program types, and highlights the collective organizational capacity of 23 different settlement service providers in Vancouver, including 7 immigrant or multicultural focused organizations, 6 broad-based community service agencies, 6 neighbourhood houses, and 4 educational institutions.





Despite the variances in settlement program types and targeted services offered, the study noted a good distribution among settlement program categories, a diverse array of agencies providing settlement services, and engagement of a wide range of different population groups.

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KEY FINDINGS

The input gathered through the online survey and key informant interviews was compiled and organized. The following section summarizes the opinions and perspectives of VIP members and stakeholders.

Need for a LIP in Vancouver

In the online survey, VIP members were asked whether there was a need for the VIP to continue. The overwhelming majority of respondents (96%) answered “yes”. Below are the reasons why respondents feel that a LIP is still needed in Vancouver.

Unique community planning table

The VIP brings together a wide range of actors to focus on the needs of newcomers in Vancouver. It provides a venue for identifying barriers, opportunities, gaps, and interconnected issues and developing shared strategies and goals to improve their settlement experience and integration outcomes.

Coordination and collaboration

The VIP facilitates coordination and collaboration across organizations / sectors, providing opportunities for members and stakeholders to leverage each other’s strengths, capacities, and funds, thereby creating mutual benefit and at the same time minimizing duplication. Examples of coordinated efforts include: research, service mapping, large-scale events, responses to important issues, and influencing policy development.

Broad stakeholder engagement

The VIP engages a broad range of stakeholders across sectors, facilitating connections between settlement and non-settlement organizations, such as the City of Vancouver, arts and culture organizations, post-secondary institutions, and the business / private sector. These connections create opportunities for networking, mutual learning, relationship-building, and partnerships.

Shared Learning

The VIP provides a venue for members and stakeholders to share information, ideas, perspectives, and best practices, as well as raise awareness about community services, programs, tools, and more. This provides them with different perspectives and a richer sense of what is happening in the community.

City-level forum for immigration planning

In fall 2020, the Government of Canada released its 2021-2023 Immigration Levels Plan. Canada is set to welcome a record number of newcomers over the next three years to make up for the shortfall in 2020 that resulted from the COVID-19 pandemic. As one of the top destinations for newcomers to Canada, and the top destination to British Columbia, the city needs to be prepared to receive an increased number of newcomers, not only this year but for the foreseeable future. Having a body that convenes around higher-level collaborative efforts remains critically important.

Disproportionate impacts of COVID-19 and racism on (im)migrants

The COVID-19 pandemic has highlighted many of the challenges and inequities faced by immigrants, refugees, and migrants in our communities, in addition to the heightened anti-Black and anti-Asian racism. There is a need for the VIP to play a role in shaping / influencing research and policy development and making Vancouver more welcoming and inclusive community.

Reconciliation

The VIP could play a role in contributing to reconciliation efforts with Indigenous communities. Newcomers arriving to Vancouver must know about the First Nations whose territory they are now residing on, and the VIP could facilitate this learning and understanding.

New Lead Agency

In the online survey, VIP members were asked whether they would support and participate in a VIP co-coordinated by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House. A total of 20 out of 23 respondents (87%) answered “yes”. The survey findings were validated during the key informant interviews – all but one interviewee confirmed that they, or someone from their organization / agency, would participate in the next phase of the VIP. VIP members and stakeholders shared their reasons for supporting co-coordination of the VIP by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House, which included:

Successful Transition

The VIP is a vital part of the community and VIP members would like to see the work continue. They would like to support a smooth transition to a new lead agency.

Deep Community Understanding

Some VIP members support the idea of a community organization leading the VIP. Neighbourhood houses are welcoming spaces and will bring a community and place-based approach to the VIP. They are at the forefront of community connections and understand the needs of immigrants from a grassroots perspective.

Expertise

South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House have the knowledge and expertise to convene and lead the VIP. Both organizations can draw on a wealth of experience in serving diverse communities.

Leadership and Initiative

Some VIP members appreciate that South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House have come forward and expressed an interest in taking on a leadership role in the VIP at this time.

Collaborative Model

Some VIP members like the idea of two organizations taking on a co-coordination role in the VIP. It creates a more collaborative model and may lead to increased collaboration.

Several VIP members commented on the City of Vancouver’s decision to withdraw as lead agency of the VIP. Some members feel that LIPs should be anchored in municipal governments, with clear accountability to Mayor and Council. Having the municipal government as host strategically emphasized the importance of newcomers within different government departments as well as the community, and the City of Vancouver played a significant leadership role in attracting and bringing together different leaders and stakeholders. There is concern that the two neighbourhood houses may not have the same authority or profile, but these could be mitigated with active engagement of the City of Vancouver (e.g., inviting a senior leader or elected official to be co-chair of the VIP). One member also hopes that in time the VIP can be transitioned back to the City of Vancouver. Other concerns included: challenges in drawing in the business / private sector and other stakeholders; less infrastructure to sustain the work (i.e., fewer resources to draw on than the City of Vancouver to bring on additional staff for logistics support); the dual role of direct service provider and LIP convenor; and neighbourhood versus city-wide focus.

Structure

In the key informant interviews, VIP members were asked to share what they thought were the strengths of the original VIP structure. Responses included:

Effective Structure

The original structure of the VIP was highly effective. The Mayor's Working Group on Immigration (MWGI) had representation from senior leadership of a broad range of organizations and served as the governance group of the VIP. It was co-chaired by an elected official and a community member, providing clear lines of communication to the Mayor and Council, but at the same time had independence to choose focus areas and issues of interest. The Research Advisory Committee and Strategy Groups had a broad range of members with subject matter expertise, which provided an opportunity for organizations to participate in a focused way. During the implementation phase, membership on the sub-committees was opened to different levels of staff, including managers, supervisors, and frontline staff. This structure was well organized and facilitated, allowed for a diversity in perspectives, and supported relationship-building and collaboration between different organizations / sectors.

City-Led Partnership

The City-led VIP garnered lots of involvement, both within the City of Vancouver and the community. It had active involvement of the City of Vancouver, across departments and levels of staff. It was also very helpful for raising the profile of immigrants and refugees and influencing policy within the City of Vancouver.

Diverse Stakeholders

The VIP captured the interest and commitment of a broad range of organizations and actors impacted by immigration. It was very representative of the community and included senior-level representation from different sectors, such as health, education, post-secondary, police, library, legal, banking, community services, Indigenous groups, foundations, business associations, and the private sector, who provided subject expertise.

Opportunities for Knowledge-Sharing and Relationship-Building

The VIP created many opportunities for organizations to meet, network, discuss important issues, and share knowledge / best practices. Meetings and events were well attended and led to changes within organizations as well as new partnerships that would not have happened otherwise.

VIP members were also asked to share recommendations regarding the structure of the VIP moving forward. Responses included:

New Structure

The structure of the VIP needs to be updated, as the MWGI has been disbanded. The new structure should be relatively organic, yet controlled, and not replicate existing structures in the community. It must allow for meaningful input and participation from a broad range of settlement and non-settlement organizations, as well as people with lived experience. It should include a governance group with representation from senior leaders and decision-makers, as well as 3-4 sub-committees and/or ad-hoc advisory groups that align with selected priority areas. Each sub-committee / ad-hoc advisory group should be tasked with organizing an annual event or project.

Strategic Involvement

The VIP must continue to involve people with decision-making power, such as elected officials, representatives from provincial associations, and senior-level staff. The structure should be based on the organizations / sectors that need to be involved to create systems-level change.

Inclusion of Newcomers and Frontline Staff

The VIP needs to include opportunities for authentic and meaningful involvement of newcomers, immigrants, refugees, and temporary residents (e.g., international students, temporary foreign workers), as well as frontline staff, in its structure. These key stakeholders should be embedded and integrated throughout the structure.

Active Involvement of City of Vancouver

The VIP should continue to include the City of Vancouver in its structure in order to maintain a higher profile. There should also be some connection between the VIP and the City of Vancouver's Council, agencies, boards, and committees.

Annual Town Halls / Forums

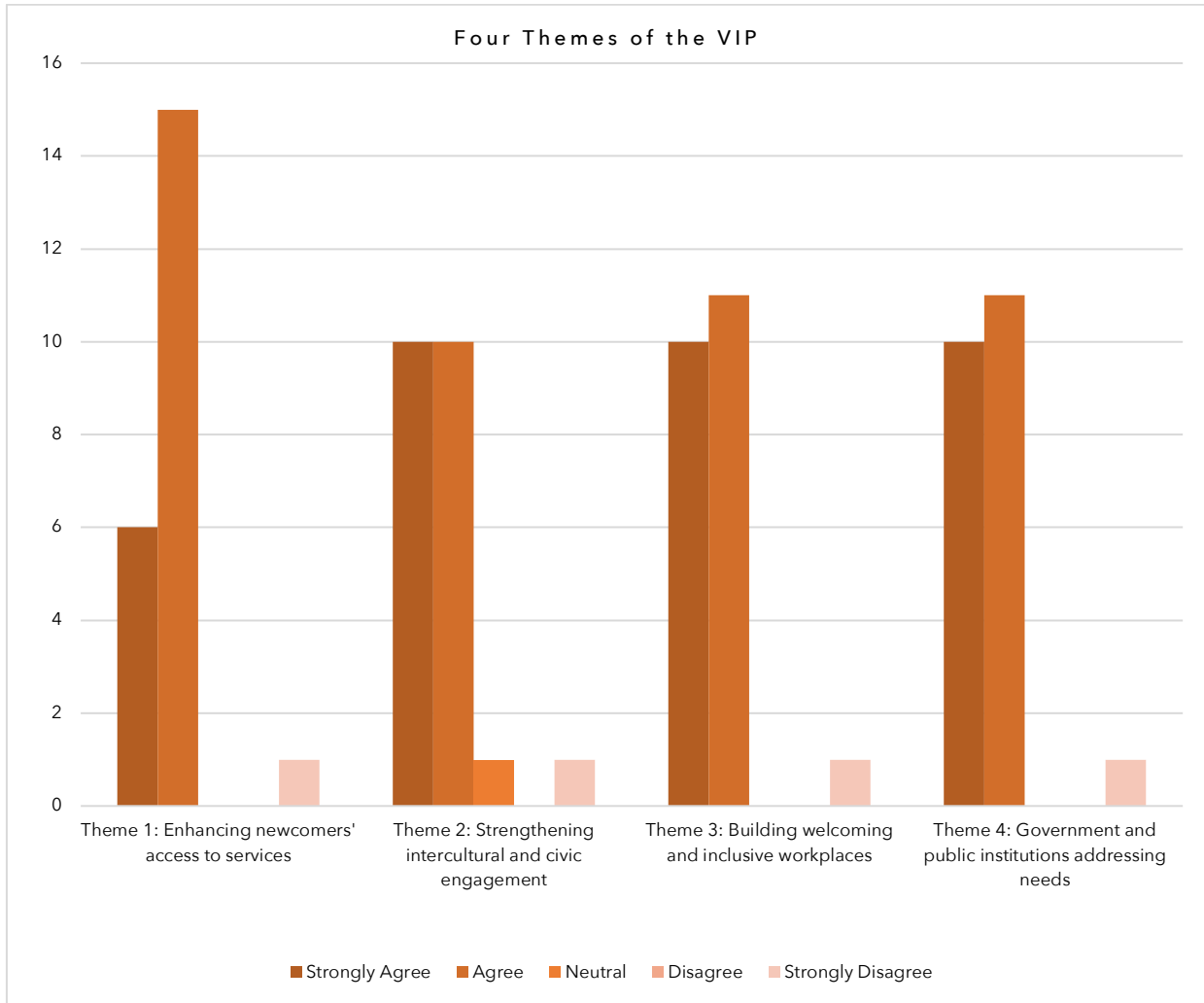
The VIP should organize annual town halls / forums that focus on different topics or sectors, and engage staff at different levels. This would assist with engagement of and relationship building with non-settlement organizations, such as faith-based institutions, employers, health, and social services.

Decentralized Model

Vancouver is a large city with many geographical differences. The VIP should consider testing out a more decentralized model, with advisory committees based on different neighbourhoods / areas. However, a note of caution should be added, as this structure could also lead to siloes.

Strategic Priorities

The VIP is guided by four themes, which were prioritized during the strategy development phase. In the survey, VIP members were asked to weigh in on the relevance of the strategic priorities for the next phase of the VIP, as many changes have occurred in recent years (e.g., COVID-19 pandemic, rise in anti-Asian racism). The majority of respondents strongly agreed or agreed that the VIP should continue to focus on its selected themes, with each priority receiving 86% or more support.



VIP members were also asked to suggest additional strategic priorities. They included: COVID-19 and post-pandemic recovery; anti-racism; equity and inclusion; decolonization and reconciliation; digital transformation and literacy; employment programming and supports; mental health; neighbourhood (versus city-wide) engagement and focus; arts and culture; sector-wide best practices and protocols; housing; and seniors services.

Stakeholder Engagement

Stakeholder engagement is a key component of the VIP. VIP members were asked to share ideas for engaging key stakeholder groups in the next phase of the VIP.

Indigenous Communities

It is important to engage First Nations and urban Indigenous groups in the VIP, but it must be done in a thoughtful and respectful way. First Nations and Indigenous organizations have limited capacity and are unable to engage with each settlement organization in Vancouver, so it would also be beneficial for them to engage with newcomers through the VIP. It is important for newcomers to be aware of Canada's history of colonialism and the issues affecting Indigenous communities today. Many newcomers, particularly racialized communities, have experienced similar colonial legacies and there could be opportunities to facilitate connections between both communities. It is also important to be aware of and build on the work already done by the City of Vancouver through the Vancouver Dialogues Project (e.g., *First Peoples: A Guide for Newcomers*).

Newcomers

It is important not only to include people with lived experience in the VIP, including newcomers, immigrants, refugees, and temporary residents, but also to integrate them into the structure of the VIP, similar to other stakeholder groups. This can be done through the creation of one or more immigrant advisory groups, focus groups, events, or other activities. Any engagement must be meaningful and mutually beneficial.

Frontline Staff

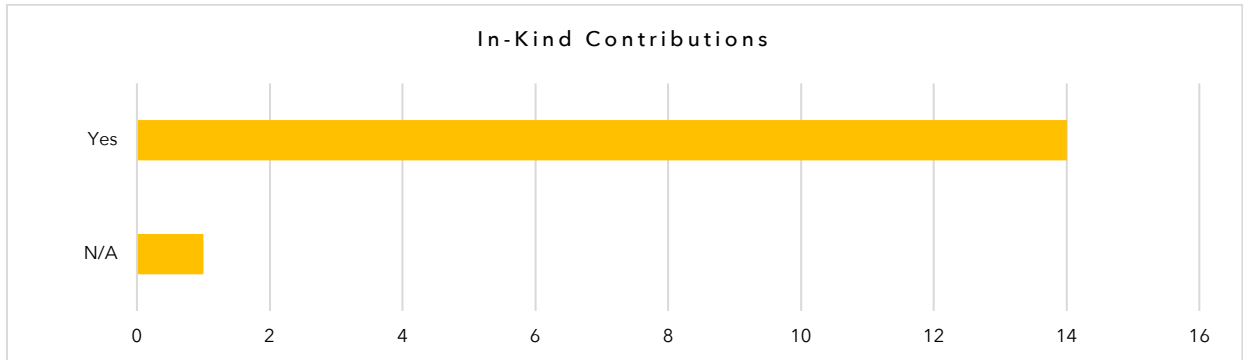
It is also important to engage frontline staff in the VIP, as the VIP should be informed by their knowledge and experience. There could be a mechanism for them to bring forward needs / issues / gaps and share ideas / solutions, such as through a Working Group, Slack Channel, or digital suggestion box. The biggest challenge to frontline staff engagement is time, as they have large client caseloads and may not be able to commit to attending regular meetings.

Employers

Many VIP members would like to see more engagement from the business community and private sector. It was suggested that engagement be done through Chambers of Commerce, the Vancouver Board of Trade, industry associations, ethnically or neighbourhood-based business improvement associations, or the Immigrant Employment Council of BC. Other suggestions for engaging employers in the VIP included: periodic consultation, events (e.g., networking nights, thought leader forums), and project-specific participation.

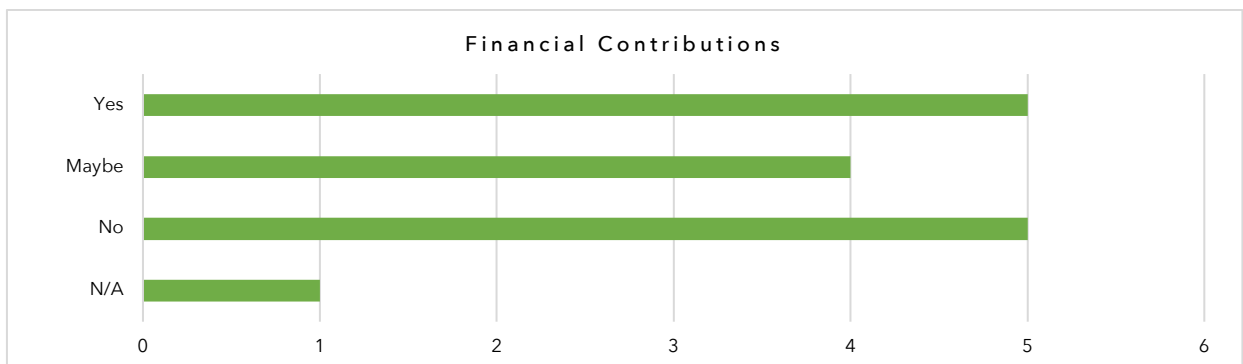
In-Kind and Financial Contributions

As part of the key informant interviews, VIP members and stakeholders were asked if their organization / agency would be willing to provide any in-kind or financial contributions for the VIP. All VIP members and stakeholders who participated in the key informant interviews indicated that, in principle, their organization / agency would be willing to provide in-kind contributions, provided that the priorities and direction of the VIP continued to align with their respective organization / agency mandates.



Examples of in-kind contributions included: staff time; volunteer time; convening space (small and large meeting rooms); knowledge and expertise; research and knowledge mobilization support (including access to graduate student researchers); support with funding applications; and social and human capital (e.g., employers, Chambers of Commerce, business associations, volunteers).

Close to two-thirds of VIP members and stakeholders who were interviewed also indicated that, in principle, their organization would either consider or be willing to provide financial contributions to support the work of the VIP. The City of Vancouver also indicated that it would consider providing a financial contribution through a Memorandum of Understanding or Partnership Agreement. The total value of in-kind contributions of staff time and expertise amongst the 14 VIP members / stakeholders who participated in the key informant interviews is estimated to be at \$77,500 per year.



VIP members and stakeholders were also asked to share ideas for leveraging financial contributions. The majority of VIP members and stakeholders who were interviewed noted that IRCC should consider funding actions identified by LIPs, such as actions outlined in the VIP's *New Start Strategy*, or working together with its provincial and municipal counterparts to develop a federal-provincial-municipal co-funding model for LIP convening and implementation, as much VIP Secretariat time was used for

fundraising during the implementation phase and could have been better used for stakeholder engagement, action plan implementation, or other activities. One interviewee also suggested requiring each member to provide a financial contribution as a condition of participation in the VIP. Other suggestions for leveraging financial contributions included: City of Vancouver, MITACS, Simon Fraser University's Community Engaged Research Initiative (CERi), Tri-Agency Grants, University of British Columbia Community Engagement, Vancity Community Foundation, and Vancouver Foundation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the research and consultation undertaken as part of this feasibility study, there is a clear need and desire for the VIP to continue, with strong municipal and local sector support for co-ordination of the VIP by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House.

Vancouver is the third largest immigrant destination in Canada, and is home to more than a quarter of Metro Vancouver's immigrant population. Immigrants make up over 40% of the city's total population, and "visible" minorities account for more than half of the city's total population. In 2016, there were also 30,270 non-permanent residents living in Vancouver, representing 4.9% of the city's total population. There are 27+ different organizations that are funded to provide settlement services to newcomers and/or temporary residents. Given the federal government's 2021-2023 Immigration Levels Plan, over the next three or more years, Vancouver will likely welcome an increased number of immigrants as well as international students and foreign workers.

The VIP is the only community planning table in Vancouver that convenes a broad range of settlement and non-settlement actors to focus on the needs of newcomers. There are no existing tables in Vancouver that could substitute for the role of the VIP, and there has been a huge gap since the City of Vancouver announced its decision to withdraw as lead agency of the VIP a year ago. The City of Vancouver and a vast majority of respondents expressed their support for co-ordination of the VIP by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House to co-lead the VIP.

Recommendations

1. The feasibility study recommends that IRCC re-establish the LIP in Vancouver.

Based on the findings from our research and consultation, there is a need for a LIP in Vancouver. VIP members and stakeholders are overwhelmingly in favour of re-establishing the VIP and many have already made a commitment to providing in-kind and/or financial contributions, even without any specific details. There is no similar convening table in Vancouver.

2. The feasibility study recommends that IRCC contract with South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House to convene the VIP.

Based on the findings from our research and consultation, there is no other organization / agency interested in taking on the role of lead agency of the VIP. The vast majority of participants in our study indicated that they would support and participate in a LIP co-coordinated by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House. Many expressed appreciation for both neighbourhood houses for stepping forward and taking the initiative to re-establish the VIP.

3. The feasibility study recommends that IRCC fund the VIP for strategy development and implementation.

Given the transition to a new lead agency and the change in landscape since the *New Start Strategy* was developed, we recommend that once the VIP is reconvened it start by undertaking a strategic planning process to define an intended impact and create a plan to achieve it. Not only will this process help to maximize the impact of the VIP, but it will also provide an opportunity for members and stakeholders to build / foster relationships with each other. During the key informant interviews, many members felt that one of the shortcomings of the VIP was a lack of resources for action plan implementation, and strongly recommended that IRCC provide funding not only for backbone support but also action plan implementation.

4. The feasibility study recommends that the VIP be reconvened at the earliest convenience.

The role of VIP lead agency has been vacant for one year, and members have not convened as a group during this time. With the COVID-19 pandemic, rise of anti-Asian racism, and anticipated increase in immigration, there is a need for the VIP to reconvene. This study has also re-sparked some interest in the VIP so it would be a good time to reconvene the VIP.

5. The feasibility study recommends that the City of Vancouver be actively engaged in the next phase of the VIP.

Many VIP members appreciate the significant leadership role that the City of Vancouver has played in the VIP, as well as the importance and attention that it has given to newcomer settlement and integration over the years. By remaining actively engaged in the VIP, for example as a co-chair or active partner in another way, it might assist in mitigating some of the concerns raised by VIP members about the authority or profile of the two neighbourhood houses.

Steps for Implementation of the VIP

1. Establish the VIP Secretariat

Before any work can begin, the VIP Secretariat must be established. The role of the VIP Secretariat is to oversee implementation and provide organizational and administrative support to the VIP. The VIP Secretariat should include, at minimum, the following staff roles: VIP Manager (responsible for stakeholder relations and overall management of the VIP); VIP Communications Manager / Coordinator (responsible for all VIP communications, including website, social media, e-newsletters, and member updates); VIP Development Manager / Coordinator (responsible for fundraising and sponsorship for the VIP to ensure sufficient resources for VIP action plan implementation); and VIP Program Assistant (responsible for administration and logistics).

2. Establish the VIP Council

Once the VIP Secretariat is staffed, the VIP Council should be established, as the Mayor's Working Group on Immigration was disbanded in 2018. The role of the VIP Council is to act as a governance body and oversee development of the local settlement strategy and annual action plans. The VIP Council requires influential, well-networked leaders who are passionate and committed to fostering a more welcoming and inclusive community for newcomers. At the same time, membership should be representative of the community and open to any organization / agency serving the area. Establishing the VIP Council includes conducting outreach to organizations / agencies previously engaged in the VIP, developing a Terms of Reference, and selecting the Co-Chairs. Given the transition, it is suggested that the initial term of the VIP Council and Co-Chairs be for one year. Membership, Co-Chairs, and the Terms of Reference should be reviewed after one year.

3. Conduct a Strategic Planning Process

As outlined in our recommendations, a strategic planning process should be undertaken once the VIP is reconvened. Not only will it help to maximize the impact of the VIP, but it will also assist in re-engaging and building relationships and trust amongst members.

4. Develop a Stakeholder Map

Once the strategic planning process is completed, key stakeholders will need to be identified. This can be done through stakeholder mapping or similar process. This will assist in determining which stakeholders to engage in the VIP, as well as how much engagement, communication, and consideration should be dedicated to different stakeholders.

5. Establish VIP Advisory Groups and/or Working Groups

Once the Strategic Planning Process and Stakeholder Map are completed, establish the VIP Advisory Groups and/or Working Groups. These groups should align with the Strategic Plan, report to the VIP Council, and engage a wide range of actors. Each group will need its own Terms of Reference and Co-Chairs. In previous years, the VIP had 4-5 Advisory / Working Groups. Examples of potential Advisory / Working Groups (taken from the VIP and other LIPs in Metro Vancouver): Immigrant Advisory Council, Research Advisory Committee, Indigenous and Newcomer Communities Roundtable, Employment Services Sector Table.

6. Develop, Implement, and Report on Annual Action Plan

Once all the structures are in place, VIP Council and Advisory / Working Group members should develop an annual action plan that is aligned with the VIP strategic plan / intended impact and addresses local priorities. The annual action plan should consist of actionable items.

7. Conduct Performance Measurement and Evaluation

Develop and implement a performance measurement and evaluation plan for monitoring, measuring and reporting on progress, and collecting input.

Source

- Citizenship and Immigration Canada (2013). *Local Immigration Partnerships Handbook*.

Appendix I: VIP Completed Priority Actions

THEME 1: ENHANCING NEWCOMERS' ACCESS TO SERVICES	
Goal: Immigrants and refugees experience meaningful access to and engagement with quality services.	
<p>Priorities:</p> <ul style="list-style-type: none"> ▪ Coordinate information to ensure newcomers access quality immigrant settlement services. ▪ Ensure accessible language, employment / employability, health and wellness services. ▪ Ensure accessible specialized services for vulnerable groups and communities with unique needs. ▪ Build stronger linkages and pathways in responding to immigrants' service needs, including the areas of municipal services, housing, mental and physical health, food, education, parental support, early learning and childcare. 	<p>Completed Priority Actions:</p> <ul style="list-style-type: none"> ▪ Compile the following service system inventories and assess their capacity in meeting the needs of immigrants and refugees. ▪ Launch a "tell-a-friend" campaign to encourage long-time residents to share information about services for immigrants and refugees. ▪ Propose a partnership among NewToBC, AMSSA, bc211, WelcomeBC, and the City of Vancouver to develop a promotional campaign to raise awareness among immigrants about the programs, services, and resources available to newcomers through existing immigrant settlement and newcomers web-based directories. ▪ Encourage the City to recognize organizations that promote inclusion and accessibility in serving immigrants and refugees through the City's Awards of Excellence program.

THEME 2: STRENGTHENING INTERCULTURAL AND CIVIC ENGAGEMENT

Goal:

Vancouver is a progressively open and interconnected city of people with diverse backgrounds, languages and cultures who thrive on strong intercultural relationships and robust civic engagement.

Priorities:

- Encourage people with diverse backgrounds, languages, and cultures to reach out and connect with each other.
- Provide opportunities for robust civic engagement through volunteerism and people connecting and helping each other.
- Support initiatives that promote historical understanding, reconciliation, and social justice between and within groups.
- Provide opportunities for greater participation and empowerment of immigrants and refugees in democratic processes.
- Challenge stereotypes and negative media coverage of immigration and newcomers.

Completed Priority Actions:

- Support Engaged City Task Force recommendations and the Canada 150 Anniversary Celebrations to create new social connection initiatives, and magnify their collective impact.
- The Mayor's Engaged City Task Force recommends establishing a Citizen Academy. VIP will support a pilot project to facilitate youth leadership training. In place of this action, VIP supported CIVIC 101 work.
- Build on the City's Doors Open Vancouver program to invite and promote immigrant and cultural groups participation; and magnify their collective impact.
- VIP and partner groups will work with the City's Canada 150 Steering Committee to explore different ways of celebrating Canada's 150th anniversary in 2017 with a focus on highlighting the participation and contributions of immigrants and refugees living in the city, both past and present. In place of this action, VIP looked for ways to involve strong outreach to newcomer communities.
- VIP will support reconciliation efforts including fostering more dialogues and collaboration between immigrants / refugees and First Nations communities.
- Further, bring forward recommendations as part of City Council's commitment to finding ways to acknowledge and address the historical discrimination towards residents of Chinese descent.
- Undertake collaborative immigrant and refugee youth engagement projects to explore issues focusing on cultural identity and sense of belonging.
- Develop campaign to promote greater participation in local democratic processes among immigrants.
- Work towards implementing the Mayor's Engaged City Task Force recommendation to extend municipal voting rights to permanent residents in Vancouver.

THEME 3: BUILDING WELCOMING AND INCLUSIVE WORKPLACES

Goal:

Vancouver workplaces are inclusive and diverse, providing immigrants and refugees with access to a broad range of employment opportunities commensurate with their skills, knowledge, education, and experience; and with fair and adequate compensation for the work they do.

Priorities:

- Encourage and engage employers to improve prospects for immigrants and refugees, creating inclusive workplaces that hire, develop, and retain newcomer talent.
- Ensure immigrants and refugees are aware of employment services.
- Increase opportunities for immigrants and refugees to work in their fields at a commensurate level and compensation.
- Increase professional networking opportunities for immigrants and refugees.

Completed Priority Actions:

- Create a central inventory of mentoring opportunities related to employment that are available for immigrants and refugees.
- Conduct a scan of employment mentoring programs for immigrants and refugees, assess the overall system capacity to respond to demand.
- Make mentoring opportunities available to even more newcomers through new collaborative efforts.
- Convene a partnership to host regular networking events with the business community to provide opportunities for immigrant and refugee professionals to meet members of Vancouver's business community and build their professional networks.

THEME 4: GOVERNMENT AND PUBLIC INSTITUTIONS ADDRESSING NEEDS

Goal:

Leaders from the public, private, and civil sectors in Vancouver work in integrated and collaborative ways to address and be responsive to the needs and interests of the diversity of immigrants and refugees in Vancouver.

Priorities:

- Promote cooperation and alignment amongst different orders of government, public, private, and civil sectors.

Completed Priority Actions:

- N/A

Appendix II: VIP Member Survey

DISSEMINATION LIST

1. AMSSA
2. Association of Neighbourhood Houses
3. British Columbia Institute of Technology
4. Canadian Bar Association of BC
5. Canadian Immigration Lawyers
6. City of Vancouver
7. College Éducacentre
8. Collingwood BIA
9. Collingwood Neighbourhood House
10. Downtown Eastside Neighbourhood House Society
11. Downtown Vancouver BIA
12. Equitas
13. Family Services of Greater Vancouver
14. Frog Hollow Neighbourhood House
15. Hastings North BIA
16. Immigrant Employment Council of BC
17. ISSofBC
18. Jewish Family Services Agency
19. Kinbrace Refugee Housing and Support
20. Kiwassa Neighbourhood Services Association
21. La Fédération des francophones de la C.-B.
22. Little Mountain Neighbourhood House Society
23. LOCO BC
24. Mining Association of BC
25. MOSAIC
26. Mount Pleasant BIA
27. Mount Pleasant Family Centre Society
28. Multicultural Helping House Society
29. Native Education College
30. Pacific Immigrant Resources Society
31. Pathway Advisory Services
32. Progressive Intercultural Community Services Society
33. Province of British Columbia
34. Rainbow Refugee Society
35. REACH Centre Association
36. Sanctuary Health
37. Simon Fraser University
38. S.U.C.C.E.S.S.
39. TELUS
40. United Way of the Lower Mainland
41. University of British Columbia
42. Vancity
43. Vancouver Aboriginal Friendship Centre Association
44. Vancouver Association for the Survivors of Torture
45. Vancouver Coastal Health
46. Vancouver Community College
47. Vancouver Economic Commission
48. Vancouver Formosa Academy
49. Vancouver Foundation
50. Vancouver Police Department
51. Vancouver Public Library
52. Vancouver School Board
53. Vista Professional Development
54. YMCA of Greater Vancouver
55. YWCA

SURVEY QUESTIONS

PART 1: BACKGROUND INFORMATION

1. What sector do you represent?
 - Settlement services
 - ESL / LINC

- Community services
- Education
- Healthcare
- Library
- Legal
- Government
- Professional / industry association
- Business / private sector
- Foundation
- Community member / local resident
- Other (please specify):

2. What is your position within your organization / company?

- Board of Director
- CEO / Executive Director / Senior Manager
- Manager / Coordinator
- Frontline staff
- Volunteer
- Other (please specify):

3. How were you involved in the VIP? Check all that apply.

- Mayor's Working Group on Immigration
- Strategy Group
- Research Advisory Committee
- Working Group / Planning Committee
- Member / Participant
- Other (please specify):

4. How long were you involved in the VIP?

- 0-1 years
- 1-3 years
- 3-5 years
- 5+ years

5. What VIP events / activities did you participate in? Check all that apply.
- Vancouver Immigration Summit: Reducing Poverty for Refugees and Asylum Seekers
 - Vancouver Asian Film Festival: We Heart Canada series
 - Civics 101 Youth Engagement Initiative
 - Connected, Empowered and Media Literate: Working together to change the portrayal of refugees in the media
 - All Welcome Here Coalition
 - Ethnocultural Task Force (COVID19)
 - Other (please specify):

PART 2: VANCOUVER IMMIGRATION PARTNERSHIP 2014-2020

6. Please rate the following statements. Over the past six years, as a result of the VIP...

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Service coordination has improved at the community level.					
Non-settlement institutions have adapted their programming / service delivery to meet the needs of newcomers in the community.					
Newcomers have improved access to non-settlement services in the community.					
Intercultural and civic engagement has been strengthened.					
Workplaces have become more welcoming and inclusive.					
Newcomer needs are being addressed by government and public institutions.					

7. What has been the VIP's greatest strength?
8. How has VIP contributed to improving the settlement experience and integration outcomes of newcomers in Vancouver?
9. How could the VIP be improved?

PART 3: VANCOUVER IMMIGRATION PARTNERSHIP 2021-2025

10. Do you think there is a need for the VIP to continue?

- Yes
- No

11. Why do / don't you think there is a need for VIP to continue?

12. Would you support and participate in a VIP co-coordinated by South Vancouver Neighbourhood House and Mount Pleasant Neighbourhood House?

- Yes
- No

13. Why? / Why not? In your opinion, who should take on the coordination role of the VIP?

14. What stakeholders should be engaged in the next phase of the VIP?

15. How should stakeholders be engaged in the next phase of the VIP? What needs to be taken into consideration to maintain or increase stakeholder engagement?

16. The VIP is currently guided by four themes that align with the City of Vancouver's Healthy City goals. Over the next four years, the VIP should continue to focus on...

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Enhancing newcomers' access to services Immigrants and refugees experience meaningful access to and engagement with quality services.					
Strengthening intercultural and civic engagement Vancouver is a progressively open and interconnected city of people with diverse backgrounds, languages and cultures who thrive on strong intercultural relationships and robust civic engagement.					

<p>Building welcoming and inclusive workplaces</p> <p>Vancouver workplaces are inclusive and diverse, providing immigrants and refugees with access to a broad range of employment opportunities commensurate with their skills, knowledge, education, and experience; and with fair and adequate compensation for the work they do.</p>					
<p>Government and public institutions addressing needs</p> <p>Leaders from the public, private and civil sectors in Vancouver work in integrated and collaborative ways to address and be responsive to the needs and interests of the diversity of immigrants and refugees in Vancouver.</p>					

17. What other themes or priorities should the VIP consider focusing on over the next four years?

PART 4: FINAL COMMENTS

18. Do you have any additional comments you would like to share about the VIP?

Appendix III: Key Informant Interviews

ORGANIZATIONS - VIP MEMBERS

1. AMSSA
2. British Columbia Institute of Technology - Indigenous Initiatives and Partnerships
3. City of Vancouver (2)
4. Collingwood Neighbourhood House
5. Immigrant Employment Council of BC (2)
6. ISSofBC
7. Kinbrace Refugee Housing and Support
8. MOSAIC
9. PeaceGeeks
10. Progressive Intercultural Community Services Society
11. Simon Fraser University
12. S.U.C.C.E.S.S. (2)
13. University of British Columbia (2)
14. Vancouver Community College
15. Vancouver Public Library

ORGANIZATIONS - METRO VANCOUVER LIPs

16. Burnaby Family Life (Burnaby Intercultural Planning Table)
17. DIVERSEcity Community Resources Society (Surrey LIP)
18. North Shore Multicultural Society (North Shore Immigrant Inclusion Partnership)
19. S.U.C.C.E.S.S. (Tri-Cities LIP)

INTERVIEW QUESTIONS - VIP MEMBERS

PART I: STRUCTURE

1. Were you / your organization part of the Mayor's Working Group on Immigration, VIP Research Advisory Committee, and/or VIP Strategy Implementation Team(s)? What do you think worked well?
2. Do you have any recommendations regarding the structure of the VIP moving forward?

PART II: STAKEHOLDER ENGAGEMENT

3. Are there any stakeholders that you feel are essential for the VIP to be successful?
4. What structures and/or activities could the VIP develop to engage employers and other non-settlement stakeholders (e.g., healthcare, housing) in its work?
5. What structures and/or activities could the VIP develop to engage frontline staff in its work?
6. What structures and/or activities could the VIP develop to centre the voices of newcomers in its work?
7. What structures and/or activities could the VIP develop to ensure alignment, connection, and relationship between Indigenous and newcomer communities and services?
8. Does your organization plan to participate in the next phase of the VIP? What key elements would need to be in place for your organization to participate? What would impact your organization's participation?
9. Do you have any other comments or suggestions regarding stakeholder engagement?

PART III: STRATEGIC PRIORITIES

10. In our survey, we asked respondents to share potential themes or priorities for the VIP over the next four years. The top responses were: anti-racism, equity and inclusion; post-pandemic recovery; and more collective-focus / impact-driven goals. Are there any other priority themes you would like to add?
11. There may be an opportunity for the VIP to access funding through IRCC to conduct research or develop community resources. Should the VIP include capacity for resource development in its proposal? What suggestions do you have for community research / resources? (Examples of past research / resources include: Vancouver Immigrant Survey and First Peoples Guide for Newcomers)
12. What role should the VIP play to increase or improve settlement service coordination in Vancouver?
13. What role should the VIP play with regards to COVID-19 and the impact on newcomers?

PART IV: FUNDING

14. IRCC does not provide funds for strategic / action plan implementation (e.g., projects, events). How could the VIP leverage funds to support implementation? Would your organization be willing to provide any in-kind and/or financial contributions?

PART V: OTHER

15. How would the VIP benefit your work?
16. Do you have any other comments or recommendations for the new lead agency of the VIP?

PART I: STRUCTURE

1. What is the current structure of your LIP (e.g., LIP Council, Steering Committee, Working Groups)? Does the structure work well? What are the strengths of this structure? What could be improved?
2. Do you have a chair(s) for your LIP? How was the chair(s) selected? Is there a specific term for the chair(s) or has it been the same person since the LIP was formed?
3. Do you have a Terms of Reference for your LIP? How were they developed? Would you be willing to share a copy with the new lead agency of the VIP?
4. Do you have any suggestions or lessons learned you'd be willing to share with regards to LIP structure for the new VIP lead agency?

PART II: STAKEHOLDER ENGAGEMENT

5. What key sectors / stakeholders are currently engaged in your LIP? What did you do to engage them? What are you doing to maintain their engagement?
6. Are employers engaged in your LIP? How long have they been engaged? What did you do to engage them? What are you doing to maintain their engagement?
7. Are you newcomers engaged in your LIP? How are they engaged? How long have they been engaged? What are you doing to maintain their engagement?
8. Are Indigenous organizations / communities engaged in your LIP? How are they engaged? How long have they been engaged? What are you doing to maintain their engagement?
9. Are frontline staff engaged in your LIP? How are they engaged? How long have they been engaged? What are you doing to maintain their engagement?
10. Do you have any suggestions or lessons learned you'd be willing to share with regards to LIP stakeholder engagement for the new VIP lead agency?

PART III: LIP RESOURCES / PRIORITIES / SERVICE COORDINATION

11. Is your LIP currently producing any research or resources (e.g., surveys, factsheets, guides)? If yes, please explain.
12. Is your LIP involved in any projects / work related to COVID-19? Please explain.
13. One of the LIP priorities is settlement service coordination. What has your LIP done to increase or improve settlement service coordination in your community? Have you run into any challenges? What positive outcomes have you been able to achieve?

PART IV: OTHER

14. Have you conducted any internal or external evaluations of your LIP? Would you be willing to share a copy with the new lead agency of the VIP?

15. How has your LIP been able to leverage in-kind donations and/or funds to support strategic / action plan implementation?
16. Do you have any other comments or suggestions or lessons learned you'd like to share with the new lead agency of the VIP?

Appendix IV: IRCC-Funded SPOs

1. Collège Éducentre
2. Collingwood Neighbourhood House
3. Conseil Scolaire Francophone de la C.-B.
4. Decoda Literacy Solutions
5. Family Services of Greater Vancouver
6. Fédération des Francophones de la C.-B.
7. Frog Hollow Neighbourhood House
8. ISSofBC
9. Kiwassa Neighbourhood Services Association
10. Little Mountain Neighbourhood House
11. MOSAIC
12. Mount Pleasant Family Centre Society
13. Mount Pleasant Neighbourhood House
14. Multicultural Helping House Society
15. REACH Centre Association
16. S.U.C.C.E.S.S.
17. Société de développement économique de la C.-B.
18. South Vancouver Neighbourhood House
19. Vancouver School Board
20. Vancouver Community College
21. Vancouver Formosa Academy
22. Vancouver Public Library
23. Western ESL Services
24. YMCA of Greater Vancouver

Retrieved from: <https://www.cic.gc.ca/english/newcomers/services/index.asp>.

Appendix V: WelcomeBC-funded SPOs

1. Collingwood Neighbourhood House
2. Douglas College (Career Paths for Skilled Immigrants Program)
3. Frog Hollow Neighbourhood House
4. ISSofBC
5. Kiwassa Neighbourhood House
6. Little Mountain Neighbourhood House
7. MOSAIC
8. Mount Pleasant Neighbourhood House
9. Multicultural Helping House Society
10. Progressive Intercultural Community Services Society (Career Paths for Skilled Immigrants Program)
11. Relais Francophone de la Colombie-Britannique (RFCB)
12. S.U.C.C.E.S.S.
13. South Vancouver Neighbourhood House
14. Vancouver Public Library

Retrieved from: https://www.welcomebc.ca/getmedia/79d7d977-d5d1-4c27-a43b-4aac401c3000/Service-Providers-Temporary-Foreign-Residents_2020-2021.pdf.aspx.