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CITY OF VERNON

SETTLEMENT & IMMIGRATION STRATEGY

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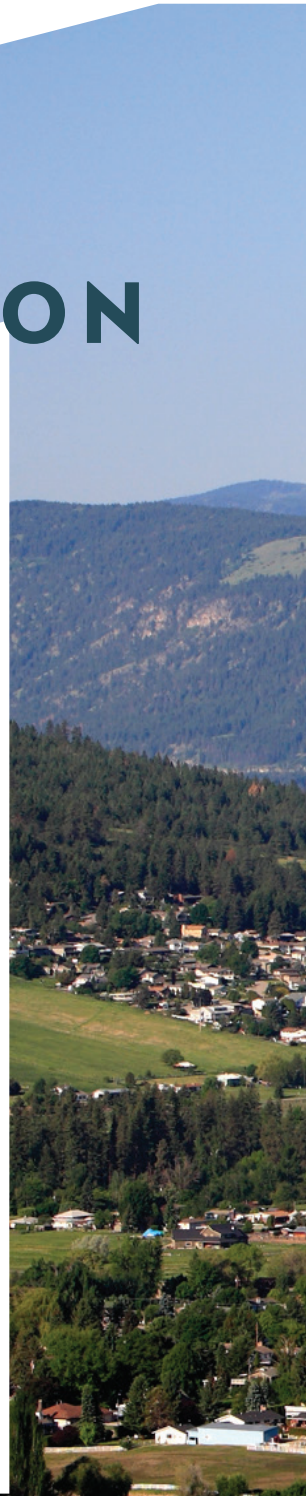
CONTENTS

1.0 INTRODUCTION	1
1.1 Project Objectives	2
1.2 Project Approach and Progress to Date	3
1.3 The Focus of Strategic Planning	4
1.4 Planning Assumptions and Limitations	6
2.0 CONTEXT REVIEW - HIGHLIGHTS	8
2.1 Migrants and Immigrants	9
2.2 Best Practice Review	11
2.2.1 Board Leadership	12
2.2.2 Governance	12
2.2.3 Focused Objectives	13
2.2.4 Effective Implementation	13
2.3 Community Mapping	13
2.4 Labour Market and Investment	17
2.4.1 Economic Circumstance and Strategy Implications	18
2.4.2 Workforce/Talent Needs	20
2.4.3 Investment and Entrepreneurial Opportunities and Strategy Implications	22
2.4.3 Immigrant Perceptions (The Immigrant Lens) and Strategy Implications	26

3.0 A FRAMEWORK FOR MOVING FORWARD	33
3.1 Strategic Planning	34
3.2 A Vision for the Future	34
3.3 Guiding Principles	36
3.3.1 Membership Principles	36
3.3.2 Action Planning and Implementation - Guiding Principles	37
3.4 Strategic Priorities/Goals	38
3.4.1 Strategic Focus	38
3.4.2 Priorities/Goals	39
3.4.3 Objectives and Actions	41
4.0 IMPLEMENTATION	45
4.1 Governance and LIPC Structure	46
4.2 Partners in Action Format	48
4.2.1 Overview	48
4.2.2 Coordinating Committee	48
4.2.3 Action Teams	48
4.2.4 Proven Model	49
4.3 LIPC – A Collective Approach	49
4.4 LIPC Structure	51
4.4.1 Backbone Agency	52
4.4.2 How Does the LIPC get to Action Teams?	52
4.5 Getting to Action	53
4.5.1 Action Planning	54
4.5.2 Thoughts on Resources	62
4.5.3 Evaluate and Adjust	63
5.0 CONCLUDING REMARKS	66
APPENDICES	68
APPENDIX 1	70
APPENDIX 2	82

INTRODUCTION

As a logical starting point, it is useful to consider from the very beginning why it is important for the City of Vernon to develop a “Settlement Strategy”; other than some suggestion that such an effort may have value and there might be support available to undertake the exercise. On a cursory level the motivation can be justified given that Canada, and by implication those regions and communities within the country, exist, survive and are sustainable in large measure because of immigration and immigrants; and more recently given the Syrian crisis it might well be argued that a strategy needs to be in place so that communities like Vernon might purposefully and usefully participate in providing support for refugees. And while these issues certainly confirm the need to have in place some semblance of planning, the longer term perspective is no less important, i.e. if the City of Vernon is to be globally competitive; economically robust; and socially, culturally, and politically well developed then a system of goals, objectives and strategies as they relate to immigration and immigrants is essential. Clearly what is required is a strategy that is not only reactive but proactive; one that serves to attract and to retain the people Vernon needs; supports newcomers to feel welcome and connected; and one that serves to support newcomers such that they will be able to make the most of their opportunities in Vernon and contribute to its future.



Certainly the context and circumstance of immigration and immigrants is complicated statically and dynamically. The drivers of change are multidimensional. But if the City of Vernon is to be serious about making a positive difference and taking on a greater responsibility for a more positive effort going forward, this will require significant changes in existing institutional responsibilities and accountabilities. This challenge demands a more focused and more proactive approach than what has existed previously - approaches drawn from best practices but borne from a firm understanding of local context and circumstance; an identification of realistic opportunities that can contribute to the City's efforts to move forward and concurrently the identification and successful amelioration of those critical threats that are holding back progress; and an articulation of firm, credible and relevant directions with clear responsibilities.

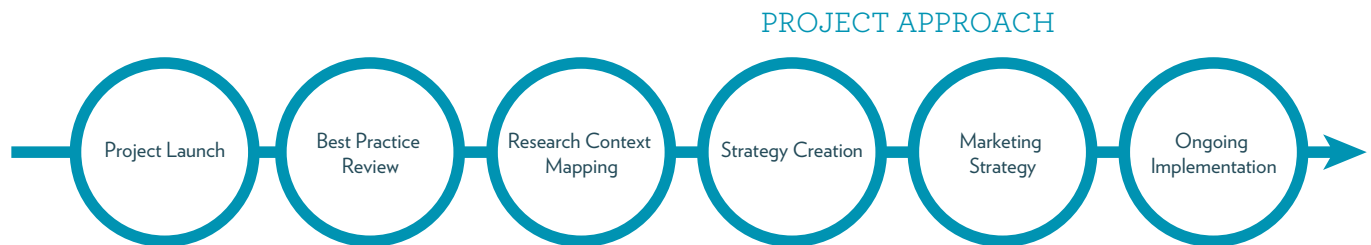
1.1 PROJECT OBJECTIVES

There are numerous planning frameworks and formats by which this exercise of setting out a Vernon Immigration and Settlement Strategy can be feasibly undertaken. However not all approaches are equal or even practical for that matter. The choice of format is best dictated by the objectives of the exercise. In respect to this assignment the following objectives were specified by the Local Immigration Partnership Council (LIPC):

- “provide an overview of the City of Vernon’s relative position and capacity to substantively affect and positively manage settlement initiatives;
- identify critical strengths, weaknesses, opportunities and challenges related to being a welcoming community;
- map out an inventory of existing Immigrant services/programs and identify any gaps;
- analyze local labour market trends to identify entrepreneurial and business investment opportunities and challenges;
- identify strategic and operational objectives related to immigration and economic development within City of Vernon; and
- research and articulate the key components of a marketing strategy for attracting entrepreneurs/skilled immigrants.”

1.2 PROJECT APPROACH AND PROGRESS TO DATE

Clearly the approach to the exercise required a realistic, focused, and particularly relevant project methodology that would be premised not simply on the collection, manipulation, and analysis of existing materials and information sources but one that incorporated the observations and inputs of key stakeholders and capitalized on those realities and complex patterns of immigration and economic transitions. A six-step project methodology was designed encompassing the following core elements:



At this point (November 2015) the project exercise has fully addressed elements 1 to 3, and this document represents the finalization of element 4.

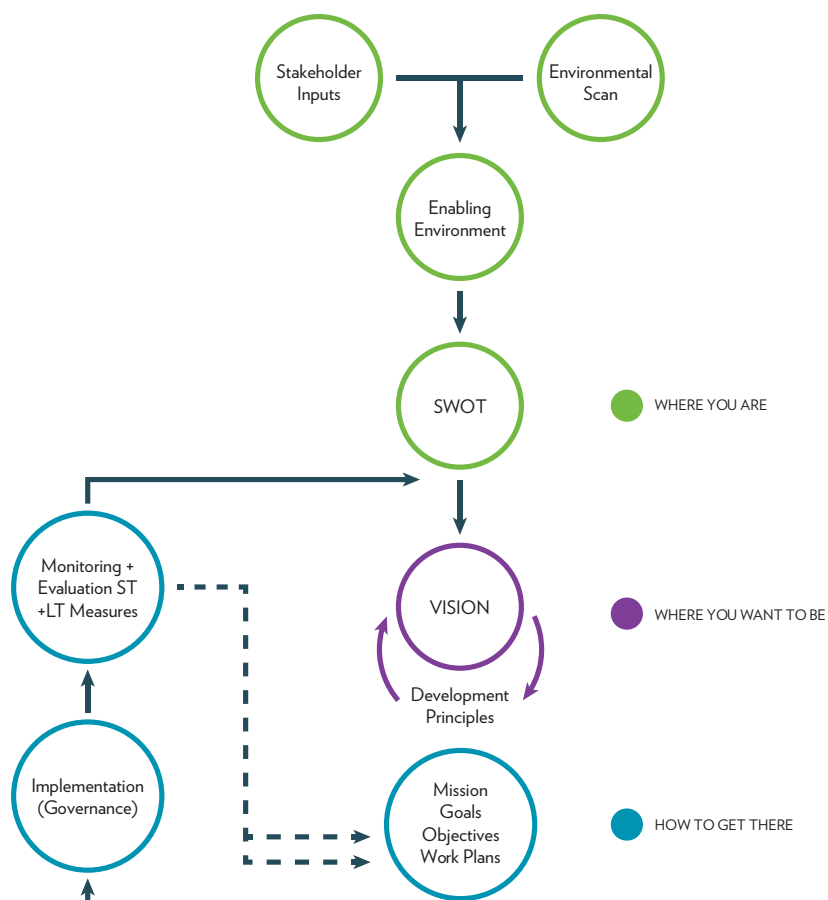
By way of clarification efforts to date, beyond a heavy emphasis on active stakeholder and client engagement have included: a full project launch and the organization of the Local Immigration Partnership Council; an identification, review and thorough analysis of best practices as they relate to the structure and operations of various LIPCs throughout Canada; a mapping of major players and the core programs/activities they offer locally; an articulation of selected quantitative/qualitative measures as they pertain to the availability and adequacy of newcomer/immigrant programming with subsequent focus group, one on one and on line surveys; an investigation of emerging trends and issues as they pertain to local skills and talent needs within the region; an investigation of local investment needs/opportunities as they pertain to the attraction of immigrant investors and entrepreneurs; and an investigation of immigrant perceptions and views on the region in terms of the 17 prerequisites of a welcoming community. The focus of this report builds from these multiple learnings by confirming strategic priorities as defined by the research and corroborated by Vernon's LIPC.

“...strategic planning is a process that seeks to ...deliver a set of defined initiatives that achieve a desired set of ... goals. It involves a definition of these ... goals, an assessment of the resources available for meeting these goals, the definition of specific plans (activities or actions) that are designed to achieve each goal, and a structure by which goals can best be realized.”

1.3 THE FOCUS OF STRATEGIC PLANNING

Within the context of the agreed work plan and the Vernon LIPC’s defined objectives it was recommended that a modified strategic planning framework would be the best fit for element 4. While some variation exists in the manner in which strategic planning can be organized, the approach adopted for this exercise is graphically illustrated in the following figure and explained in greater detail in section 3:

THE STRATEGIC PLANNING PROCESS



Of course utilizing a strategic planning framework, regardless of how thorough, does not ensure a successful outcome. Certainly the more complex the situation and the more multidimensional the organization or group of organizations choosing to undertake the exercise the greater the probability of failure at worse or ineffectiveness at the least. To this end the strategic planning process was guided by and the plan was prepared within the context of the following critical success factors:

ENGAGEMENT/INCLUSION: Throughout the investigative effort the engagement of key individuals and organizations was a priority. By ensuring the process was inclusive, transparent and appropriate this plan builds from citizen input and the empowerment of local stakeholders. This effort has led to greater input and insights into issues, challenges, concerns, and opportunities. Most importantly in moving forward this focus on engagement will ensure broader “buy-in” and support to organizational programming strategies.

UNIQUENESS: While the broad issues associated with immigration, new comers and welcoming communities might have some generalized commonality the specifics of the issues, the opportunities and the challenges are location specific. As such this strategic plan is uniquely tailored to the specific realities of the City of Vernon.

SHARED ACCOUNTABILITY AND RESPONSIBILITY: The bane of too many strategic planning efforts is a lack of progress in implementation. All too often the lack of progress is not simply the inadequacy of resources but rather the absence of individual commitment. The LIPC is well represented by key agencies and individuals, each of whom will need to play a role in implementation if success is to be realized. To this end this plan stresses the engagement of all key stakeholders not only in the process of planning but in the implementation of actions.

ACTION ORIENTED: The value in planning lies in the careful and deliberate selection of feasible and relevant actions and activities. The success of planning in turn relies in large measure on the manner and method of delivering these actions and activities. This strategy, while carefully endeavouring to move the community forward in the long-term, also emphasizes expeditious implementation of initiatives in the short-term.

CLARITY (what gets measured gets done): As with any strategic planning exercise it is too easy to prepare a document that is jargon rich, lacking in key measurables and overly vague. This is usually the consequence of those situations where the “plan” is the outcome. To this end this strategy is especially rational and realistic; concise and action focused; and for each core component the metrics are reasonable and clear.

1.4 PLANNING ASSUMPTIONS AND LIMITATIONS

As with any planning effort there are a number of assumptions and limitations inherent within the methodology utilized, investigations undertaken, and goals/objectives/actions articulated. Some of these assumptions and limitations might have no adverse impact at all on the overall veracity and value of the analyses and recommendations. Others may be more serious. To the degree that certain assumptions have a greater propensity to limit or diminish the value of the planning effort and its outputs, we have endeavoured to minimize and/or control them. For others, including those beyond our control, it is important that the reader be made aware of them and subsequently be afforded the opportunity to draw his or her own conclusions as to their relative import. Some of the more significant assumptions and limitations incurred in the preparation of this strategic plan include the following:

1. This strategic plan is limited by various conditions that made gathering comprehensive data problematic. The relative import of survey data and internet searches alone are at best insufficient to a full understanding of such a multidimensional assignment as this. It is therefore acknowledged that some of the information provided here offers a limited and partial view and as such certain observations and conclusions are necessarily premised upon certain necessary extrapolations and proxies.
2. While one-on-one interviews are an excellent means to gather certain information, there is an a priori assumption that the interviewee is objective, understands and is capable of understanding the complexity of the subject being discussed and what it fully means within the context of the planning exercise being undertaken. However this may not always be the case, especially in instances where we are dealing with very complex social, cultural, political and economic issues of which the interviewee's knowledge, objectivity and experience may be limited but not made apparent to the interviewer. Further, even conversations with knowledgeable individuals provide only one lens into a very complex planning effort. While it was exceedingly rare within this exercise for us to use the observations of a single individual in respect of any broad statement, the result of inadvertently utilizing some uninformed responses may have resulted in some weaknesses in certain broader assertions made and conclusions drawn.
3. As much as possible we endeavoured to engage as many interested/affected individuals as possible throughout the course of the strategic planning exercise. Despite our best efforts, there is a possibility that certain key individuals may have been missed. Depending upon the importance of the information not captured the subsequent analyses and recommendations drawn therefrom may be deficient.

4. Our investigations, while extending several months, nonetheless look at a single point in time and it is not only conceivable that changes will have occurred between the start of the investigation and the preparation of this report, but quite likely. The events in Syria are one such example. As such, certain observations and conclusions presented herein may be less/more relevant than when initially posed.

Notwithstanding the collective import of these assumptions, limitations and other methodological considerations, we contend that the observations drawn throughout the report and the planning recommendations made are germane and supportable.



CONTEXT REVIEW - HIGHLIGHTS

Context is one of the most important things that planners, analysts and local leaders need to know before embarking on any local strategic planning exercise. Context shapes the challenges to be addressed and defines the financial, economic, cultural, social and political resources available to manage them. Context determines the fit between resident knowledge, skills and resources available and the challenges/opportunities that present themselves. Context helps explain why some communities succeed in their strategic planning efforts while others fail and, even more interestingly, why an

approach or series of initiatives succeeds brilliantly in one setting but may fail spectacularly in another. In short, context matters.

Given the importance of context a number of formal and informal exercises were initiated to ensure a proper contextual foundation was in place to guide subsequent strategic planning efforts. In aggregate these efforts broadly represented a regional competitiveness evaluation including an identification and articulation of key opportunities, issues and challenges the region can and should feasibly respond to for maximal positive settlement results.

Before turning to a review of these investigations, it is important first to consider the subject of focus, namely immigrants and newcomers: who are they; and what do we know about them.

2.1 MIGRANTS AND IMMIGRANTS

To properly understand those individuals we refer to as immigrants and newcomers and thereby design services and programs that are relevant and effective, we should consider who they are from their own perspective, i.e. migrants; and as well consider who they are from the perspective of the community or region in which they locate, i.e. immigrants and newcomers.

In Canada migration generally, and in-migration in particular, has been an intrinsic part of our history and our development. This is not a temporary phenomena. That said, the concept of migration is neither a singular phenomena. In fact migration can take many forms and can be defined in multiple ways, all within the broader understanding of migration. The importance of this realization is that each form of migration has different implications for the design and effectiveness of various settlement initiatives/programs/services and plans.

By way of example, consider the following types of migration:

FORCED MIGRATION: When a government forces a large group of people out of a region, usually based on ethnicity or religion.

IMPELLED MIGRATION (also called “reluctant” or “imposed” migration): Individuals are not forced out of their country, but leave because of unfavorable situations such as warfare, political problems, or religious persecution.

STEP MIGRATION: A series of shorter, less extreme migrations

from a person’s place of origin to final destination—such as moving from a farm, to a village, to a town, and finally to a city.

CHAIN MIGRATION: A series of migrations within a family or defined group of people. A chain migration often begins with one family member who sends money to bring other family members to the new location. Chain migration results in migration fields—the clustering of people from a specific region into certain neighborhoods or small towns.

SEASONAL MIGRATION: The process of moving for a period of time in response to labor or climate conditions (e.g., farm workers following crop harvests or working in cities off-season; “snowbirds” moving to the southern and southwestern United States during winter)

Further, people may themselves choose to migrate for different economic, social, political and environmental reasons. These different “push” and “pull” factors commonly include the following:

PUSH FACTORS are the reasons why people leave an area.	PULL FACTORS are the reasons why people move to a particular area.
<ul style="list-style-type: none">• lack of services;• lack of safety;• high crime;• persecution;• natural catastrophes;• poverty; and• war.	<ul style="list-style-type: none">• employment;• wealth, incomes;• better services, i.e. health care, education, social services;• good climate;• safer, less crime;• political stability and political/religious freedoms;• marriage;• family; and,• lower risk from natural hazards.

Clearly each form of migration and each reason or number of reasons why individuals choose to or are required to migrate, will have certain unique characteristics, which in turn will imply different settlement needs and interests.

For planning purposes herein, we have chosen to aggregate these migration patterns and classify individual immigrants and newcomers from the perspective of the City of Vernon (in concurrence with CIC definitions) rather than from the perspective of the immigrant or newcomer, i.e. as being: (1) economic immigrants (those targeted for their skills and education and help build the economy); (2) family

class (those who come to join their families); and/or (3) refugees (those who need protection). That said two points of note:

1. these categories are not exclusive, i.e. an immigrant or newcomer may be an economic immigrant as well as family class; and
2. regardless of how migrants are viewed from the perspective of the City of Vernon, recommended strategic goals, objectives and actions should take into consideration both sides of this phenomena, i.e. if the goal is to attract and retain immigrant investors programming may need to be further adapted to reflect the opportunities of capitalizing on migration fields.

As noted above, the effort to better understand context included a number of comprehensive investigations, including most notably: a detailed review and investigation of best practices; a community mapping effort; an employment and investment opportunities investigation; and a synopsis of issues utilizing an immigrant's lens. All of these exercises are detailed independently in stand-alone reports, submitted under separate cover. Without regurgitating these documents at length a brief discussion of some of the key highlights is necessary and included in the following discussion.

2.2 BEST PRACTICE REVIEW

In respect to the search for best practices, it was clear from the very beginning that there was no shortage of research and documentation on LIP's throughout many Canadian municipalities. That said it was necessary from the very beginning to short-list on the basis of several relevant criteria to ensure that the most applicable and relevant LIP best practices were identified:

- Impact/Effectiveness: The practice has demonstrated impact, applicability, and benefits to the community and is referenced by quantitative evidence and/or documented outcomes of the practice.
- Relevance: The proposed practice must address the research question stated: How can the community of Vernon best Attract and Retain Immigrants.
- Innovation: The practice integrates new elements of Attraction and Settlement. Contributes progressive tools, and processes that provides inspiration for the evolution and/or development of community programs/services/tactics.
- Purposeful: The practice was a strategically implemented tactic by a community for the purpose of attracting and retaining immi-

grants.Sustainable: The practice demonstrates success/benefits over time within the community.

- Transferable: The practice is progressive and/or established ideas may be applied to parallel or similar situations in different communities.

With these criteria as a basis a number of interesting examples were identified, including but not limited to Timmins, Windsor-Essex County, Calgary, Hamilton, Toronto West and several others. Upon closer examination a number of commonalities emerged amongst those that had proven to be particularly relevant in terms of the specified criteria. Each of these common criteria of those successful initiatives provide a useful insight and guide to the task of defining and implementing the proposed effort within Vernon.

2.2.1 BOARD LEADERSHIP

A notable best practice of those more successful LIP organizations seeking to implement a cohesive, relevant and representative settlement strategy within their respective communities was an inherent requirement that board leadership should represent and align with the interests of stakeholders.

2.2.2 GOVERNANCE

While various communities operated within the context of different organizational formats and legal structures the governance model of choice was typically one, which broadly encompassed the majority of the following characteristics:

Best Practices – LIP Governance Attributes

- | | |
|---|---|
| <ul style="list-style-type: none">• Ensured that all three levels of government were involved;• Provided for a proper focus in terms of resources;• Created efficiencies while emphasizing autonomy amid the collective;• Provided the necessary flexibility to work with the possibility of a variety of funders;• Provided an adaptable structure able to link up with diverse supporters and resource providers; | <ul style="list-style-type: none">• Reduced administration and costs through a collaborative approach to resource development;• Helped to avoid duplication of efforts and competitive funding;• Provided for a balanced approach to endeavors;• Developed greater capacity and emphasized core competencies;• Built upon existing resources; and• Provided a level of flexibility and collaboration with an action focus. |
|---|---|

2.2.3 FOCUSED OBJECTIVES

While there was substantive differentiation amongst most LIPs, which was expected given different circumstances and context, especially in terms of how they went about the task of planning, identifying priorities and implementing actions many shared a number of similar core objectives, including: (1) to bolster community receptivity; (2) to leverage greater participation from provincial ministries, municipal organizations and mainstream agencies; (3) to improve coordination among settlement agencies and policy departments; (4) to enhance efficiency and cost effectiveness through better service integration; and (5) to increase local capacity to research, analyze and plan.

2.2.4 EFFECTIVE IMPLEMENTATION

Finally in respect to the challenges of implementing planned actions and properly executing strategy a number of best practices were evident amongst the studied organizations:

Best Practices – LIP Governance Attributes

- Staffing the organization with the required skills and expertise;
- Allocating resources to activities critical to strategic success;
- Ensuring policies and procedures facilitated rather than impeded execution;
- Use of best practices to perform core business activities and strive for continuous improvement;
- Installing information and operating systems that enable organizational resources to better carry out their strategic roles daily;
- Motivate people to achieve target objectives;
- Tying rewards and incentives directly to performance objectives;
- Creating a company culture and climate conducive to successful strategy execution; and,
- Exerting the internal leadership needed to drive implementation forward and keep improving on strategy execution.

2.3 COMMUNITY MAPPING

In March 2010 Citizenship and Immigration Canada prepared a report entitled: Characteristics of a Welcoming Community. This was a study intended to provide insight into those factors that impact a community's receptivity to and long-term integration of immigrants. From the literature the term "welcoming" has both a spatial context and a qualitative context. Thus in the first instance the context of welcoming implies some physical assets and attributes; and in the second instance the concept encompasses certain social, economic, political and cultural considerations. The value of this research for Vernon is that in going forward, given some objective and subjective input

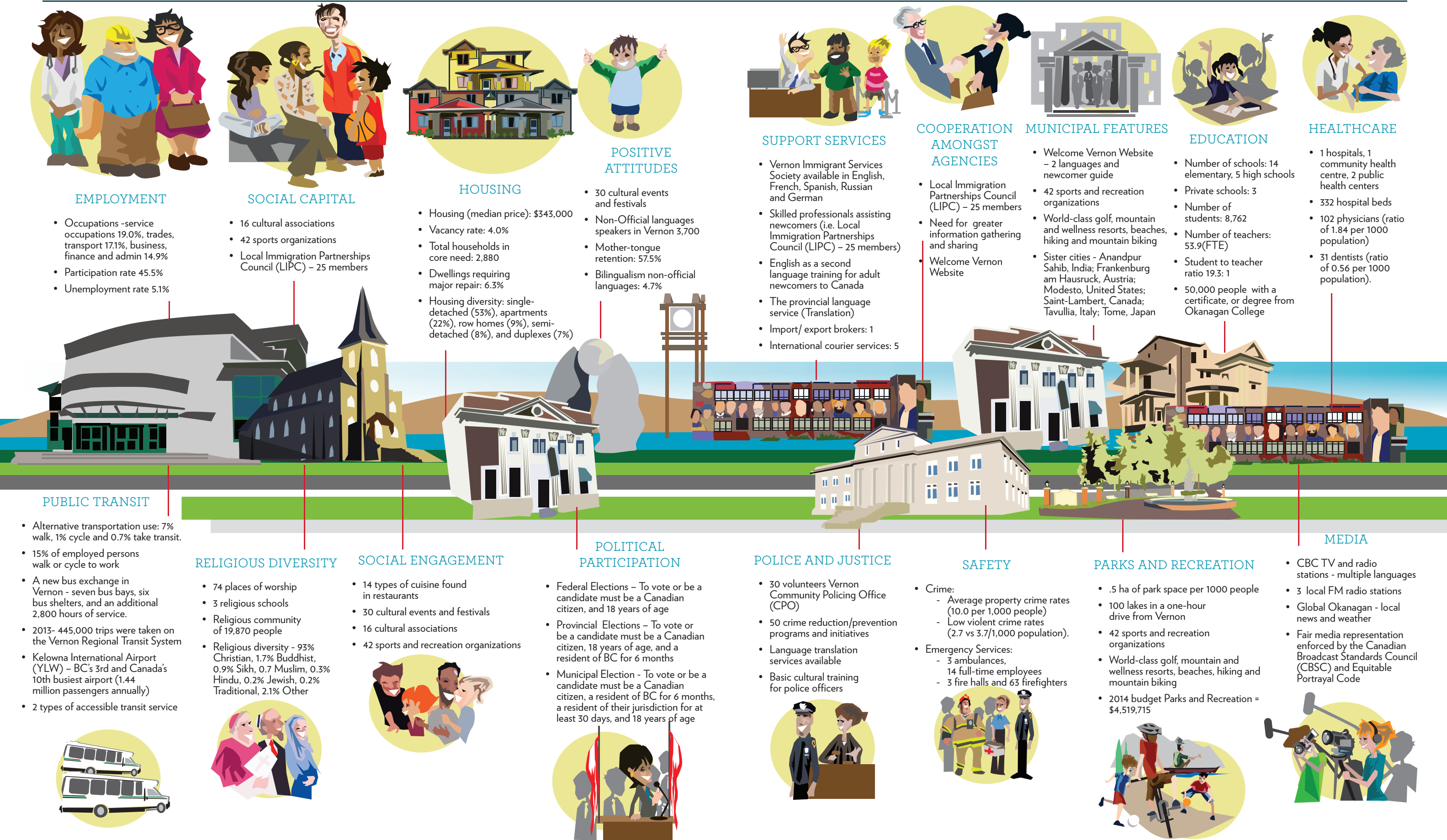
into how the community best reflects these characteristics, provides a realistic understanding of Vernon’s unique position as a “welcoming community” and greater insight into programming options that might best serve to make the community more welcoming.

The list of 17 characteristics of a welcoming community identified by Citizenship and Immigration Canada included the following:

Characteristics of a Welcoming Community	
1. Employment Opportunities;	9. Accessible and Suitable Health Care;
2. Fostering of Social Capital;	10. Available and Accessible Public Transit;
3. Affordable and Suitable Housing;	11. Presence of Diverse Religious Organizations;
4. Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community;	12. Social Engagement Opportunities;
5. Presence of Newcomer-Serving Agencies that Can Successfully Meet the Needs of Newcomers;	13. Political Participation Opportunities;
6. Links between Main Actors Working toward welcoming Communities;	14. Positive Relationships with the Police and the Justice System
7. Municipal Features and Services Sensitive to the Presence and Needs of Newcomers;	15. Safety;
8. Educational Opportunities;	16. Opportunities for Use of Public Space and Recreation Facilities; and,
	17. Favourable Media Coverage and Representation.

With this list of indicators as a guide, a highly interactive research and assessment exercise was undertaken in conjunction with the LIPC to inventory as thoroughly and objectively as possible available local programs, services and facilities; as well as local players. For each of these categories the effort detailed the outcomes, key processes and structures, players and indicators of key newcomer services in the City of Vernon. This evaluation of key characteristics of a welcoming community considered both the physical and social infrastructure needed to support new immigrants in their transition into Canadian society. (A graphic synopsis of the investigation is presented in the following pages).

VERNON SETTLEMENT STRATEGY MIND MAP: CHARACTERISTICS



VERNON SETTLEMENT STRATEGY MIND MAP: PLAYERS



EMPLOYMENT

- **Private** - Major Private Industry Employers: Kal Tire, Tolko, Silver Star, Tekmar, Rogers Foods, Pacific Regeneration, Harbercraft, and more
- **Public** - City of Vernon Economic Development, WorkBC, Service Canada, Interior Health Authority, School District 22
- **NGO's** - Community Futures North Okanagan, Vernon and District Immigrant Services, NEXUS BC, Chamber of Commerce, Social Planning Council



SOCIAL CAPITAL

- **Private** - Major employers provide training and benefits to employees
- **Public** - Service Canada, Interior Health Authority, School District 22, Okanagan College
- **NGO's** - Vernon and District Immigrant Services, cultural associations, cultural events and festivals, Social Planning Council



HOUSING

- **Public** - Canadian Home Builders Association -Okanagan
- **Public** - City of Vernon, Affordable Housing Committee, BC Housing, Canadian Mortgage and Housing Corporation
- **NGO's** - Women's Transition House Society, First Nation's Friendship Centre, John Howard Society, Vernon and District Immigrant Services, Native Housing Association, Social Planning Council



POSITIVE ATTITUDES

- **Private** - Major Private Industry Employers with equal opportunity policies
- **Public** - Canada's Action Plan Against Racism (Canada), Anti-Racism Programs Initiatives (BC), Canadian Coalition of Municipalities Against Racism and Discrimination
- **NGO's** - Vernon and District Immigrant Services, Social Planning Council



SUPPORT SERVICES

- **Private** - Major employers in Vernon have joined the Local Immigration Partnership Council
- **Public** - Citizenship and Immigration Canada, Canadian Mortgage and Housing Corporation, Interior Health, WorkBC, Service Canada
- **NGO's** - Vernon and District Immigrant Services, Women's Transition House Society, North Okanagan Youth and Family Services, Independent Living Vernon, Family Resource Centre, Kindale Developmental Association, John Howard Society, NEXUS BC



COOPERATION AMONGST AGENCIES

- **Private** - Major private industry employers work with local agencies on recruitment.
- **Public** - City of Vernon, Citizenship and Immigration Canada
- **NGO's** - Community Futures North Okanagan, Social Planning Council, Vernon and District Immigrant Services, Chamber of Commerce, cultural associations, Local Immigration Partnerships Council



EDUCATION

- **Private** - Many local employers provide skills training
- **Public** - OK College, Okanagan Regional Library, School District 22 Inclusionary Teams, UBCO, Interior Health
- **NGO's** - Local Immigration Partnerships Council Vernon, Social Planning Council, Vernon and District Immigrant Services, North Okanagan Youth and Family Services



HEALTHCARE

- **Private** - Many private industry employers provide health benefits
- **Public** - Vernon Jubilee Hospital, Public community health centres, Interior Health, Public Health Agency of Canada
- **NGO's** - Family Resource Centre, Affiliation of Multicultural Societies and Services Agencies of BC (AMSSA), English Language Services for Adults (ELSA Net), Vernon North Okanagan Health Unit, Downtown Primary Care Centre, Vernon Mental Health Centre



PUBLIC TRANSIT

- **Private** - Personal vehicles for hire, such as taxis.
- **Public** - City of Vernon, Vernon Regional Transit System, OK College and UBCO
- **NGO's** - Vernon and District Immigrant Services, Chamber of Commerce



RELIGIOUS DIVERSITY

- **Public** - Canada's Office of Religious Freedom
- **NGO's** - Interfaith Bridging Program, cultural associations, places of worship, Vernon and District Immigrant Services



SOCIAL ENGAGEMENT

- **Public** - Canadian Heritage, Public Art Gallery, City of Vernon, Downtown Vernon Association (DVA), OK College and UBCO
- **NGO's** - Vernon and District Immigrant Services, Nexus BC, cultural associations, events and festivals, Social Planning Council



POLITICAL PARTICIPATION

- **Private** - Private media organizations
- **Public** - Immigration & Citizenship Canada, Elections Canada, Elections BC, City of Vernon
- **NGO's** - Vernon and District Immigrant Services, Vernon Chamber of Commerce



POLICE AND JUSTICE

- **Public** - Community Policing Office and the Vernon Safety Ambassadors
- **NGO's** - Vernon and District Immigrant Services, Women's Transition House Society, North Okanagan Youth and Family Services, North Okanagan Restorative Justice Program, Social Planning Council



SAFETY

- **Private** - Health and Safety Awareness Training for Workers - legal obligation to provide a safe work environment
- **Public** - Public Health Agency of Canada, Community Policing Office and the Vernon Safety Ambassadors, WorksafeBC, WorkBC, Vernon Fire Department, North Okanagan Emergency Management
- **NGO's** - North Okanagan Youth and Family Services, Women's Transition House Society



PARKS AND RECREATION

- **Private** - Local private recreation businesses (i.e. golf courses (Predator Ridge), mountain and wellness resorts (Silver Star), etc.
- **Public** - BC Parks, City of Vernon, Regional District North Okanagan, Okanagan Regional Library, Vernon Public Art Gallery, Greater Vernon Museum and Archives
- **NGO's** - Vernon and District Immigrant Services, Chamber of Commerce, Social Planning Council



MEDIA

- **Private** - Private media organizations
- **Public** - CBC, Cultural Diversity and Ethnic Media in BC, Canadian Broadcast Standards Council, Public Art Gallery
- **NGO's** - Vernon and District Immigrant Services



2.4 LABOUR MARKET AND INVESTMENT

The next important research investigation and contextual prerequisite step to strategy development encompassed an effort to provide a better understanding of the local labour market (workforce) and how this unique and changing character impacts on the City's approach to immigration as it pertains to entrepreneurial and business investment opportunities and challenges. This effort encompassed three inter-related components: an economic overview; a review of labour and workforce circumstances and prospects; and finally an assessment of investment opportunities and the climate for incoming investors and entrepreneurs.

Importantly from the very beginning a distinction was made between labour force and workforce; and more importantly a distinction was made between skills and talent because, after all the issue is a matter of talent more so than skills. That is, skills refer to "how to"; knowledge refers to "learned facts or experiences"; and talent refers to "aptitudes or thoughts that uniquely merge skills and knowledge". Talent then is an essential determinant of labour force productivity and it is the attraction and retention of talent, more so than skills, that is especially valuable in terms of fostering and sustaining positive economic growth and development.



Importantly in terms of strategy development it should be pointed out that the talent challenge is not homogeneous by typology nor by location. Different communities and different regions face different challenges.

At the time of the original research in August 2015 and as of this writing (November 2015) the economic outlook for BC and the City of Vernon was at best uncertain. However, regardless of this uncertainty there are certain indicators and trends that provide some valuable input and insight into strategy development. Of note:

“Many employers look at my qualifications and tell me I am over qualified and are worried about my retention... what they do not understand is I have chosen Vernon to raise my family.”

– *Recent Immigrant*

2.4.1 ECONOMIC CIRCUMSTANCE AND STRATEGY IMPLICATIONS

British Columbians are linked to one another and to the world by a diverse economy focused on small businesses and services, as well as technology and resource based industries. BC's locational and economic diversity have been major incentives to the province's unique attraction to skilled workers, immigrants and investors. That said, there is an unequal locational dispersion of economic growth and opportunity. This will have a decided impact on regional and community labour markets and investment and as such talent/investor attraction efforts will need to reflect these challenges.

The majority of new population growth in British Columbia is largely the result of immigration, which is a particularly salient consideration in terms of the importance and fit of a community settlement strategy. By 2025, an additional 1 million people will be living in British Columbia. The obvious question is where exactly, why, and who might these immigrants be?

The Provincial Labour Market Outlook shows that there are almost 1.0 million new job openings expected by 2022. The current high levels of employment participation, as well as low levels of unemployment represent a significant challenge to replace almost 700,000 workers lost due to retirement over the next decade. Further, the proportion of the population that is of working age (ages 15 to 64) within the province is shrinking. In terms of exacerbating the situation the proportion of the population that is of working age is expected to decrease over the next five years.

The North Okanagan region has an older than average population when compared to the Province and thus labour force/talent challenges going forward are even more significant.

Over the past two decades the North Okanagan region has built from its historic reliance on forestry and mining. Today the region is a popular tourist and retirement destination, which has spawned significant investment and construction activity over a number of years. It is also one of BC's premiere agricultural production centers, and it has a growing number of high tech, aviation and diversified manufacturing businesses. It is also home to a number of emerging industries.

In terms of employment by sector, the services producing sector represents more than three-quarters of all employment in the Okanagan region, led by healthcare and social assistance (12.2%), accommodation and food services (7.5%), educational services (6.7%), finance, insurance, real estate and leasing (6.3%), and professional, scientific and technical services (6.1%). The region's largest industry is trade (wholesale and retail sales), which accounts for nearly 17% of total employment.

In terms of cities of similar size, the City of Vernon has a relatively diverse economic base. In the 2011 Census, over 23.1% of Vernon's population was aged 65 years and over versus 15.6% for BC and this is expected to increase substantially by 2036. Currently, the median age is 46.5 vs. 41.9 for British Columbia. This demographic character of the community has and will continue to influence the scope and structure of economic and social development within the community which will need to be considered in finalizing Settlement Strategy objectives and tactics.

Moving forward, labour force growth in BC will not be adequate to meet the estimated one million job openings that are projected to 2020. The Thompson Okanagan region is expected to have 98,300 job openings from 2012-2022. Most of these openings (~80%) are to replace retiring workers, and the other (~20%) is due to expanding demand. To offset this the aggregate labour force within the Thompson Okanagan is expected to grow by 18.5% over the next six years. However current population growth and migration levels are only sufficient to cover between 52.3% and 69.4% of demand. Migration levels need to double or triple to meet labour market demands. In an ideal world who might these immigrants be? Consider that question in light of the observation that 47% of current residents do not have education or training beyond high school yet the demand for individuals with post-secondary education or trades skills is a growing requirement.

Consider as well the following observation: the current unemployment rate is slightly above the provincial average; the population is older relative to B.C. as a whole; and the labour force participation rate is lower than the provincial participation rate (55.8% vs. 68.5% BC). This is not a demographic profile capable of supporting sustainable development. As well in a recent study of employers within the Thompson Okanagan it was reported that the majority of employers do not have an HR plan or a succession plan. Further only 1/3 of employers have an HR strategy for workforce requirements; and only 2/5 of employers reported having a succession plan for management needs. This lack of planning will have significant workforce and local economic development implications down the road.

2.4.2 WORKFORCE/TALENT NEEDS AND STRATEGY IMPLICATIONS

Currently there are concerns about an industry wide skills gap brought on by mismatches in B.C.'s service-based industries, which make up three-quarters of the provincial economy, as well as in its goods-producing industries. Despite this existing evidence in most cases it is not known exactly just what will be the specific requirements of future industries and workplaces. New types of businesses—with new occupations and new skill sets are sure to emerge. On a regular basis industrial and technological change will demand of employees different and more advanced skills. Workers will need to be able to learn and adapt to new job opportunities, innovate, and build businesses that can manage in a totally different economic milieu. The issue herein is whether there is an adequate resident supply of labour and talent to meet these needs in the short and long term and if not how might an immigrant and newcomer strategy provide beneficial input into supporting a resolution of these talent challenges.

In BC the occupations identified as having the most significant growth/job openings to 2022 are led by: sales and services; business, finance and administration; trades, transport and equipment operators and related; management; education, law, social and community services; and health related occupations. Within the Thompson-Okanagan the key occupations expected to grow the fastest, in relative terms, over the next ten years include: optometrists, chiropractors and other health diagnosing and treating professionals; nursing; managers in health care; assisting occupations in support of health services; physicians, dentists and veterinarians. And while it is important to be cognizant of this anticipated growth, it should not be forgotten that in absolute numbers the majority of growth will continue to occur in the sales and services sector.

Many feel that the current immigration system is not geared to respond to nor support the needs of individual communities within British Columbia. Many other jurisdictions in Canada and BC share similar challenges with an aging workforce and increasing demand for higher skills. As such all will experience and are experiencing more competition for internationally trained workers. This includes highly skilled and experienced professionals and international students who are potential new labour market entrants.

And therefore while we might agree that a problem in the necessary supply of talent, skills and workforce exists and it is only going to get worse, if the solution is dependent upon an effective attraction and retention strategy what challenges might that present for the unique circumstances in Vernon and region?

“...our industry and our organizations needs in regards to talents are in a state of continuous change. What we required just five years ago in regards to our technology department has changed dramatically... making it hard to say what exact skills and talent we will need in five years from now...”

– *Vernon Employer*

Through the lens of local employers operating within the City of Vernon there are significant challenges inherent with attracting and retaining skilled employees. Those most frequently mentioned included: (1) the absence of suitable opportunities for employment by a spouse/partner; (2) the challenge of overcoming the rural “single industry” perception associated with a smaller community; (3) the absence of a diverse and sophisticated range of social activities for 20-40 year olds; and (4) the absence of an adequate supply of suitable, reasonably priced accommodation. On a more positive note many local employers noted that the City of Vernon offers a number of specific and unique qualities to enhance attraction and retention not the least of which were: (1) Vernon’s attractive quality of life; (2) access to Okanagan College and UBCO as pools to draw talent from; (3) advancements in telecommunications that serves to eliminate historical barriers to entry in distant markets; and, (4) the growing phenomena of longer careers that offsets the expected disadvantages of an aging workforce.

Workforce, Skills and Talent Themes and Issues

- | | |
|--|--|
| <ul style="list-style-type: none">• Aging workforce contrasted with careers lasting longer than past;• Multigenerational workforces causing increased workforce interrelationship pressures;• Misalignment of skills needs and supplies... technological change ... forecasting challenges;• Importance of soft skills... “talent”;• Language requirements ... including workplace language; | <ul style="list-style-type: none">• Flexibility in moving to regions outside the Lower Mainland;• Hire Canadian first practices;• Need to find methods of addressing the miss match between lack of Canadian work experience required for the changing workplace; and• Managing the mismatch of expectations between employers and employees. |
|--|--|

As a final thought: “migration and immigration” – both international and interprovincial – of skilled workers, entrepreneurs, and students will be key to the economic future of the City.

2.4.3 INVESTMENT AND ENTREPRENEURIAL OPPORTUNITIES AND STRATEGY IMPLICATIONS

While there are a number of theories and a substantive body of research and discussion on the topic, it is fair to say that there are essentially three main factors that drive firms/individual entrepreneurs to invest: markets, resources, and efficiency. For communities such as Vernon the attraction of investors and entrepreneurs is essential to long term economic sustainability and as such an important part of any immigrant/newcomer settlement strategy. That said there are a number of inherent challenges to that effort, not the least of which include:

- limited resources by the community to engage in inbound investment marketing and attraction;
- limited domestic investment market;
- limited clusters and absence of key sectors of concentration;
- heavily dependent on small business and while this might represent an opportunity to scale up, it may also be evidence of a lack of resident technical, managerial and financial capacity to achieve that end;
- significant unemployment and low employment participation rate; and
- significant numbers of local small businesses are or will be going through major succession in the next five (5) years but many are not prepared for succession.

Alternatively there are a number of positive “opportunities” not the least of which include the following:

- affordable workforce;
- several resident world-class businesses as “models”;
- educational/development facilities and capacities;
- high quality of life defined by the characteristics of raising a family in a safe community;
- approximately 30%-40% commercial vacancy rate in downtown area;
- diverse social and cultural make-up representing new business opportunities for both external and internal entrepreneurs; and
- substantive number and sophistication of resident business services, advisors and lenders.

Investment and Entrepreneurial Opportunities Themes and Issues

- Any inbound investment strategy and tactics must be part of a larger strategy that includes numerous players within the space;
 - Despite there being a significant number of services being offered to the local business community there is a lack of awareness even amongst players who share the same space and service same clients;
 - The degree in which local business are prepared and ready for a transfer of ownership will be a major obstacle for investors entering Vernon with the desire to invest in local small businesses; and
 - No easy industry or geographical targets with Vernon being so diversified economically;
 - Much of the local investment market is hidden.
-

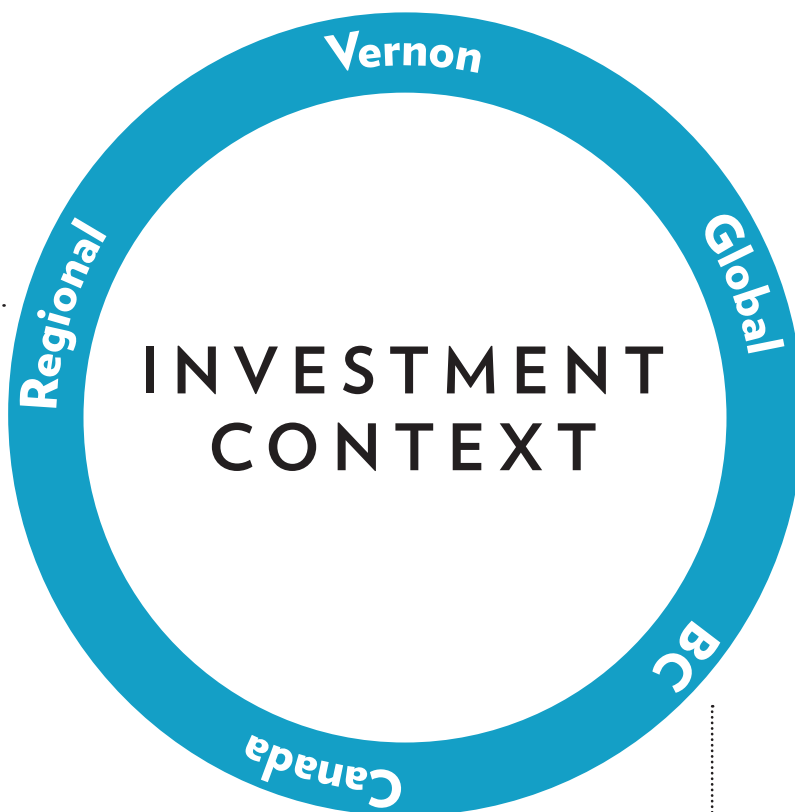
Regional

Key Markets

1. Europe (UK)
2. Asia Pacific Countries
3. United States

Priority Sectors

1. Technology
2. Aviation
3. Non-primary metal manufacturing
4. Forestry and Wood Products
5. Life Sciences
6. Knowledge Services
7. Tourism
8. Value-Added Agriculture



Canada

Key Markets

1. Americas - (U.S., Brazil & Mexico)
2. Europe - (U.K. France, Netherlands, Switzerland, Germany, Luxembourg, Belgium, Finland, Sweden, Norway, Ireland, Italy, Austria, Denmark & Spain)
3. Asia/Oceania - (Japan, China/HK, Australia, South Korea, Taiwan, India & Singapore)

Priority Sectors

1. Agrifood
2. Plastics & Chemicals
3. Advanced Manufacturing
4. Services (Business & Financial)
5. ICT
6. Life sciences
7. Renewable energy technologies

Top Investing Countries (FDI Outflow)

Developed Countries account for 72% of total global FDI outflow, Developing Countries account for 28%.

1. European Union (33.4%)
2. United States (24.2%)
3. South, East and South-East Asia (17%) Asia & Oceania (16.9%)
4. South East Europe (4.5%)

Key Markets

1. Asia Pacific Countries

Priority Sectors

1. Forestry,
2. Tourism,
3. Technology,
4. Mining,
5. Natural gas,
6. Agri-foods,
7. Transportation (port, marine and aerospace); and
8. International education

1. Older population
2. Community - Limited resources for investment efforts
3. Affordable workforce (by developed country standards)
4. Heavily dependent on Small business for Employment
5. Succession of Businesses is a real concern
6. Some world-class businesses
7. Exit of large International retailers from Canada
8. ~30%-40% vacancy rate in Downtown (based on sqf)
9. Significant unemployment
10. Strong business support (service and financial)
11. Low employment participation rate (Vernon 55.1% BC 68.5)
12. Employment contributors:
 - Services-Producing Sector 17.3%
 - Goods-Producing Sector 82.7%
13. High Quality of life (outdoor / family orientated)

2.4.4 IMMIGRANT PERCEPTIONS (THE IMMIGRANT LENS) AND STRATEGY IMPLICATIONS

Pursuant to the research and investigative effort undertaken within this project one particularly interesting and essential exercise involved substantive secondary research coupled with discussions/interviews with local immigrants for the purpose of better understanding certain “immigrant” specific related issues and how these fit within a broader strategy document. This included an investigation of:

- the immigration prospects and trends within Canadian communities;
- the motivations of immigrants in selecting a community to reside in;
- recent immigrant experiences in moving to Vernon (why Vernon? what was the journey?);
- how Vernon is perceived as a place to live; and
- where Vernon might improve to enhance immigrant attraction and retention.

Looking first at Canada and the Canadian perspective generally, a number of interesting insights were collected. While of course the City of Vernon is arguably unique, many of the issues mentioned on a national basis resonated within a vast majority of communities across Canada including Vernon. Of note:

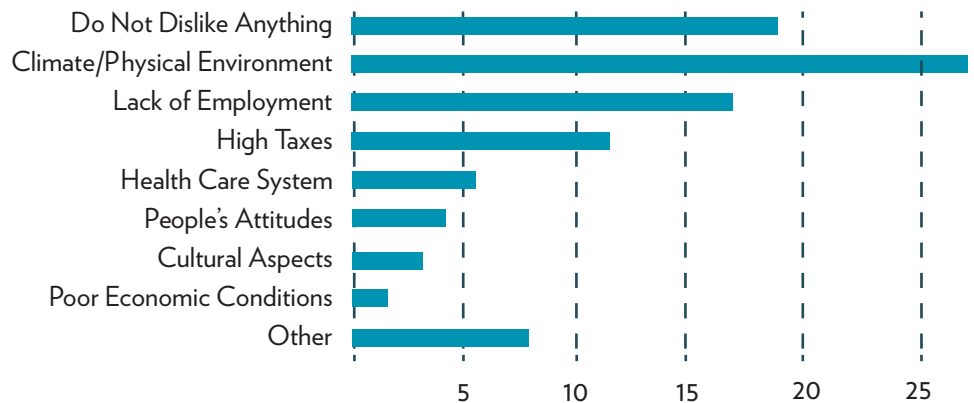
According to the research the greatest difficulties new immigrants faced since arriving in Canada, by order of priority, were: (1) finding an adequate job; (2) linguistic and cultural adaptations; (3) Canadian weather; (4) social supports and interactions; and, (5) the recognition of credentials and experiences.

Other observations of note:

WHAT IMMIGRANTS SAID THEY LIKED BEST ABOUT CANADA



WHAT IMMIGRANTS SAID THEY **DISLIKED** ABOUT CANADA:



Finally considering the factors that recent immigrants suggest contribute to why they choose to remain in Canada:

- 31% social and familial networks;
- 30% the peaceful nature of Canada was a factor in their decision to stay, with this reason cited by 54% of refugees;
- 23% Canada's public institutions, with access to education;
- 22% cited one or more employment-related reasons job opportunities, working conditions, pay, and/or business climate/free market;
- 16% cited job opportunities;
- 16% political and religious freedoms; and
- 8% social system (such as health care and other programs).

While this information provides a valid contextual framework to strategy preparation, more interesting was the information collected from individual interviews with local immigrants and newcomers, a summary of which is contained in the following series of tables categorized in terms of welcoming characteristics and containing information on various implications to attraction and retention. Note while information on all 17 characteristics was captured only the more salient of issues, as specified by the immigrants themselves, are presented following. Further detailed information is contained in the document entitled: Interim Report Memo Settlement Strategy submitted to LIPC on October 14, 2015.

Scoring of “Vernon’s” welcoming characteristics by immigrants and newcomers to Vernon
(out of 5, where 5 is deemed excellent and 0 is poor)

A Safe place for family life	4.1
Availability and access to suitable School/Educational Opportunities	4.0
Positive, transparent system of Policing and justice	3.9
The City offered a range of accessible Services Sensitive to the Presence and Needs of Newcomers	3.6
Presence of Friends and Family already in Vernon	3.5
Opportunity for Social Engagement	3.2
Presence of suitable Religious Organizations/facilities including places of worship	3.2
Positive Attitudes by the community and local citizens toward Immigrants and new comers	3.1
Available Job and Career Opportunities	3.1
Ease of Access to Suitable Housing	3.0
Available, suitable and Accessible Public Transit (i.e. buses)	3.0
Opportunities for Political Participation (municipal, provincial, federal)	2.7
Opportunity for Social Engagement	2.7
Clear Links between agencies and authorities that assist in settlement	2.7
Positive Attitudes by the community and local citizens toward Immigrants and new comers	2.7
Easy access to recreational facilities and recreational opportunities	2.6
Presence of specific Service Agencies to aid in settlement (government)	2.6
Favorable Media Coverage of immigrants/new comers and fair Representation within the media by immigrants and new comers	0.5

Available Job and Career Opportunities	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> • 90% of new immigrants come to Canada for considerations broadly in respect to the high standard of living. • Some immigrants have benefited by having relevant education/skills such as health care which is needed by the community. • Opportunities for immigrants to start small business. • Most participants are not aware of various business support programs such as Community Futures. 	<ul style="list-style-type: none"> • Wages are typically minimum. Some work for cash to avoid tax. Some families have left community for higher wages. • Temporary foreign worker program not effective in permanent residency. • General lack of understanding of foreign country accreditation and licensing. Requires immigrants to go through long unnecessary training certification. Limited income during that period. Many families cannot afford to stay. • Okanagan sunshine tax prevalent in all sectors even professional areas. • Nexus can support recognition of credentials. But very small budget. • When immigrants are waiting for “papers” they cannot work. Process can take over a year. Big challenge to support themselves while waiting.

IMMIGRANT RECOMMENDATIONS

- Transition support is required as immigrants get approval for professional training.
- Should be a process for credentials to be approved prior to moving to Canada. Alternatively there should be a process of recognition as soon as they arrive.
- There would be value in an “Immigration” category for chamber awards to raise profile.

Presence of Family and Friends	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> • Family and friends : in laws; cousins; parents all represent family connections. • Immigrant associations/clubs (e.g. Filipino club) and community very supportive to all new immigrants (migration clusters). 	<ul style="list-style-type: none"> • Challenge with graduating students both high school and secondary. As soon as they graduate they move to Vancouver or Alberta for higher income jobs.

IMMIGRANT RECOMMENDATIONS

- Very few cultures are as well established in Vernon as the Filipino group. Support should be provided to other cultures to establish a network of newcomer/immigrant support.
- Vernon should have more multicultural events to encourage differing culture associations/clubs and individuals to support each other.

Ease of Access to Suitable Housing	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> • In some occupations, such as caregivers, accommodation is included. • Many of the poorer condition areas of Vernon are still considerably better than alternatives from where many immigrants have come from. 	<ul style="list-style-type: none"> • Many immigrants not aware of income assistance and low cost housing programs. • Renting is a long term reality. Only professional occupations can realistically look to purchase home in Vernon. • Many immigrants send money back to home country leaving very limited funds for living in Canada including housing.

IMMIGRANT RECOMMENDATIONS

- Should be housing for limited term designated to new immigrants while they get established.
- Community support services should provide information to new immigrants regarding housing assistance programs available and how to access them.

Positive Attitudes by the Community and Local Citizens toward Immigrants and New Comers	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> • Overall most people are friendly to new immigrants especially Children. Children in school have multicultural friends. • Gen X and Gen Y locals generally very supportive. Seems that Baby Boomers and older carry prejudice. • Locational bias to prejudice. 	<ul style="list-style-type: none"> • Misperception because of race does not speak English. • More significant challenges are evident within some demographic cohorts. • Mixed marriage often subject to prejudice. • One particular homecare facility only hires Caucasians.

IMMIGRANT RECOMMENDATIONS

- More events planned with targeted demographic cohorts within the community to raise awareness and increase exposure to different cultures may promote more open acceptance and changing opinions/racial biases.

Quality and Support of Community Organizations	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> • Many of the community organizations that are known are doing best they can: <ul style="list-style-type: none"> » VIDSS very helpful » Nexus under resourced but helpful » Community Futures helpful but services not well known » Skills Connect strong support 	<ul style="list-style-type: none"> • Limited training with most support organizations and thus service received is inadequate. • Many still see immigrants as a number and lack empathy. • Services are delivered in silos with limited inter-connections • Given lack of resourcing can often answer more questions than asked but given demand want to move through immigrants.

IMMIGRANT RECOMMENDATIONS

- All support groups could be amalgamated into one for simpler access by immigrants. One stop shop. Would improve understanding and connection amongst the team. Better aggregate understanding of needs/interests and greater capacity working collaboratively would enhance and improve support to immigrants and newcomers.

Improved Services (i.e. health care, education, social services)	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> • Mixed feedback on access to doctors – in one case a two month wait while in another a two hour wait. • Immigrants have good access to Health Care. • Social services available but poorly understood by immigrants and newcomers. 	<ul style="list-style-type: none"> • Immigrants are screened for health prior to coming to Canada. As such they have needed only limited access to health care. • Education services are generally limited without ability to pay. • Temporary Foreign workers do not have access to health care.

IMMIGRANT RECOMMENDATIONS

- Better coordination between services is important.

Social Activities and Sense of Community	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> • Some local clubs such as the Filipino Club create their own community, others are not as organized. • Cultures provide valuable support to all new immigrants. • Groups interact in silos. • No centralized resource to encourage interaction • Participant group unanimous that multicultural events would be well supported. 	<ul style="list-style-type: none"> • Numerous participants indicated they would have left Vernon without the support of local culture group. • Vernon lacks multicultural integration on many levels. • Absence of community funding for multicultural events.

IMMIGRANT RECOMMENDATIONS

- Greater focus and efforts expending in organizing and hosting multicultural events.
- Canada Day is a great day to celebrate our multicultural society.

Presence of Suitable Religious Organizations and Support	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> Religious groups are well represented within Vernon, e.g. Russian cultural group has a strong religious presence in the community. 	

IMMIGRANT RECOMMENDATIONS

- Current list of religious organizations and contacts required for all new immigrants.
- Religious groups could take more proactive approach in reaching out to new immigrants.

Favourable Climate and Geographic Location	
Attraction Implications	Retention Implications
<ul style="list-style-type: none"> Major draw for immigrants after initial entry to Canada. Vernon attractive to second generation immigrants. Challenge is to find employment that can support a family 	<ul style="list-style-type: none"> Many immigrants applied to Canada and Vernon as their first point of entry because of the climate. Weather not well understood. First winter is cold and long if coming from Asia

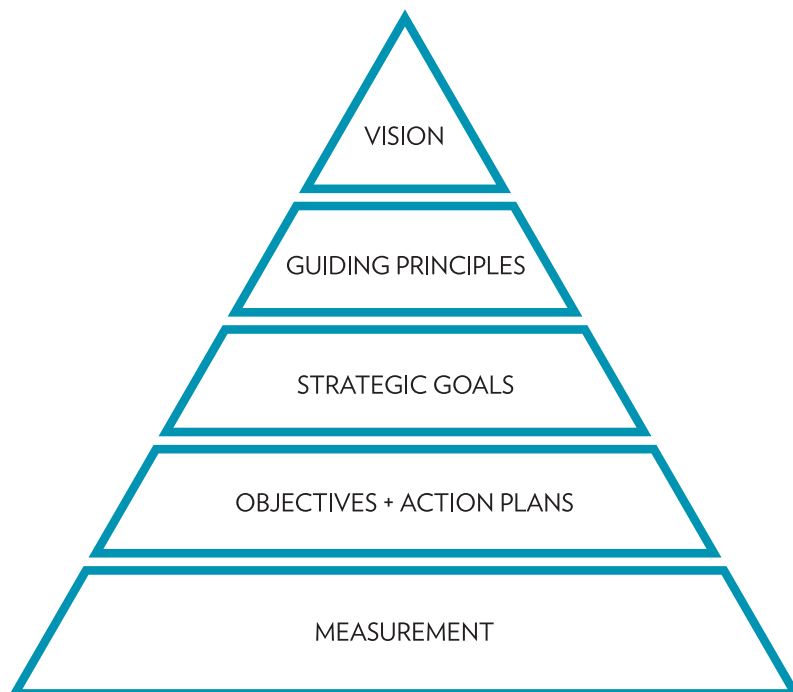
A FRAMEWORK FOR MOVING FORWARD

Of course it goes without saying that change and improvement as it relates to Vernon's efforts to introduce a more positive and more facilitative climate for immigration and settlement doesn't come about by osmosis or by simply waiting for something to happen. Success in the effort requires being pro-active, developing an effective "game-plan," and making things happen. What follows is intended to address the specific needs and concerns of the leadership of Vernon's LIPC. The intended result expected to accrue from this effort is a more focussed, more realistic, and more inclusive approach to moving the community forward in the effort to become a better place in which to live, work, and play. This plan is a road map.



3.1 STRATEGIC PLANNING

As previously noted there are numerous frameworks and formats by which the strategic planning exercise might take place. The most appropriate for this exercise is one in which incrementality and interdependence are critical cornerstones, and where the logic of approach visibly connects from aspiration to realization. The chart below illustrates this framework:



3.2 A VISION FOR THE FUTURE

“A challenging yet achievable vision embodies the tension between what an organization wants and what it can have.”

Every good plan starts with a vision and a properly constructed vision is one which succinctly yet fully captures an ideal yet believable picture of the situation 10 to 15 years, and sometimes 50 years, into the future. In other words a vision is intended to capture the reality after an organization successfully implements its strategies and achieves its full potential.

This vision of desired outcome guides subsequent goal-setting, policies and actions by providing context for understanding community concerns, prioritizing issues, determining action steps and identifying indicators to measure progress. Properly designed and implemented

vision statements enable organizations such as the Local Immigration Partnership Council (LIPC) to maximize its potential by focusing all its efforts on pre-identified, agreed goals and in so doing reducing decision making mistakes and stress.

Clearly agreement on vision gives an organization more power and the more reasonable and realistic the vision the greater the prospect for realization.

Within the organized discussions of the LIPC on June 24, 2015 a number of critical “vision related” characteristics or descriptors were identified. The most strongly supported characteristics by those in attendance at the meeting, highlighted in the table below, included the following: “diverse”, “collaborative”, “meaningful opportunities” and “welcoming”.

VIVID VISIONING – DESCRIPTORS PROVIDED BY LIPC MEMBERSHIP

- | | | |
|----------------------------|-------------------------|-------------|
| • diverse | • resilient | • safe |
| • collaborative | • healthy | • vibrant |
| • meaningful opportunities | • meaningful employment | • healthy |
| • integrated | • supportive | • leader |
| • thriving | • embracing | • inclusive |
| • welcoming | • adaptable | |

The vision statement arising from this discussion and subsequent feedback is captured below:

The LIPC VISION

Vernon is a diverse and welcoming community where we collaborate to build and share a future of meaningful opportunities.

3.3 GUIDING PRINCIPLES

3.3.1 MEMBERSHIP PRINCIPLES

Given consensus on “vision” it is important before proceeding further to fully articulate the values and principles of the LIPC membership. Setting and confirming these membership values will help the LIPC to comfortably and confidently make both broad strategic and specific day-to-day decisions.

Typically membership values are developed in consideration of the following four questions:

1. what values are most important to build the organization’s influence and impact?
2. How will and how should the organization interact with its stakeholders?
3. How can the organization balance its multiple commitments to its funders, its members and its market (immigrants and newcomers)?
4. What is the organization NOT willing to do to make its efforts successful?

With these questions in mind the following “membership principles” are proposed for the LIPC:

COLLABORATIVE Organizational membership, planning and programming design/implementation will be premised on the active participation of all relevant community organizations (NGO, private sector, government) with a commitment to strong representation from recent immigrants.

TRANSPARENT Planning and programming deliberations will be shared openly and communicated regularly with the entire LIPC, all of whom will make strategic decisions in a timely, open, and transparent way.

MUTUAL TRUST AND RESPECT The organization (LIPC) seeks to engage each of the LIPC members in a fair and respectful way that supports enhanced awareness and fosters greater understanding between and among those with diverse views, values, and interests.

EQUITABLE ENGAGEMENT The LIPC is committed to a process of engagement that allow all members the opportunity to measurably contribute to all organizational planning and strategic implementation efforts.

COMMITMENT TO PRINCIPLES The LIPC formally commits to a policy with sufficient resources to ensure adherence to its organization principles is achieved.

“Organizational principles speak to your place in the world and how you interact with all of your stakeholders.”

3.3.2 ACTION PLANNING AND IMPLEMENTATION - GUIDING PRINCIPLES

Concurrent with the formulation of core membership principles it is also critical for the LIPC to develop and commit to a number of principles in respect to organizational activities and efforts. In this regard the following have been identified:

BROAD COMMUNITY SUPPORT While some elements within the strategy will focus on the attraction and retention of immigrants and newcomers, these efforts will be designed to ensure synergy with existing community/regional strategies.

NEWCOMER FOCUSED The needs and priorities of newcomers will drive the design and implementation of strategies and associated actions.

ACTIONABLE The strategy will provide a reasonable and sufficient foundation from which supportable operational action plans can be developed and executed.

SHARED ACCOUNTABILITY The LIPC is well represented by a diverse array of key agencies and individuals, each of whom will need to play a role in implementation if success is to be realized. To this end the strategy has sought to ensure engagement of all key stakeholders not only in the process of planning but in the implementation of actions.

DATA-SUPPORTED The strategy and subsequent action planning and implementation will be based on systematically gathered and analyzed information.

REGIONAL ORIENTATION The strategy will, in order to be impactful, ensure to take into consideration and search for alignment and synergies between the LIPC and other community strategies be they those of local governments, the private sector or NGO's.

3.3 STRATEGIC PRIORITIES/GOALS

3.3.2 STRATEGIC FOCUS

As previously noted, those individuals we define as immigrants and newcomers broadly encompasses the following:

1. economic immigrants - those coming to Canada or Vernon for their skills and education to work in the City and help build the economy;
2. family class immigrants- those who come to Canada or Vernon join their families; and
3. refugees - those who to Canada or Vernon to rebuild their lives.

Importantly these categories are not mutually exclusive.

While all three categories are broadly being included in the mandate of the LIPC, this strategic plan focuses only on economic and family classes of immigrants. A separate organization within the community (“The North Okanagan Refugee Committee”) has taken responsibility for drafting a strategy to address the needs and interests of refugees (www.norc.ca). That said it is the intent of the LIPC to link with and work with the North Okanagan Refugee Committee in various aspects of program planning and implementation. Importantly it should be pointed out that several members of LIPC are also members of the North Okanagan Refugee Committee and as such this cross over of membership will serve to ensure synergies between the organizations are realized.

3.3.3 PRIORITIES/GOALS

It is best to think of goals as outcome statements. They flow logically from the vision, are grounded on core principles and realistically build from local strengths, weaknesses, opportunities and threats.

In moving forward, there are four broad goals proposed for the LIPC. These goals have been derived from a consensus of expressed ideas, opinions and inputs, and are logically premised and supportable. Collectively they set out broad themes into the foreseeable future. They were formed by considering “what is possible?” “what is desirable?” and “what can realistically be achieved?”.

1. Target and promote immigrant/newcomer engagement in opportunities that enhance economic and investment circumstance locally.

2. Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.
3. Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.
4. Promote and foster enhanced newcomer attraction and retention within the Vernon area.

3.3.3 OBJECTIVES AND ACTIONS

While goals are intended to outline broad themes and intentions, objectives seek to spell out the details of each. In practical terms objectives are typically precise, time based and measurable efforts that support the accomplishment of individual goals. In this regard a number of objectives were constructed/proposed:

STRATEGIC PRIORITY 1: Target and promote immigrant/newcomer engagement in opportunities that enhance economic and investment circumstance locally.

- Target– Economic Immigrants
 - » Objective 1- Work collaboratively to promote the region as a place for sound investment by newcomers;
 - » Objective 2 – Ensure newcomers are integrated into the local business community;
 - » Objective 3 – Promote ongoing business support for retention of newcomers (investors/entrepreneurs).

STRATEGIC PRIORITY 2: Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.

- » Objective 1- Work Collaboratively to celebrate newcomers' contribution to make Vernon a vibrant community;
- » Objective 2 – Ensure newcomers feel welcomed and successfully transitioned into the community;
- » Objective 3 – Strengthen the match between existing newcomer programs with the needs and interests of newcomers.

STRATEGIC PRIORITY 3: Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.

- » Objective 1- Work Collaboratively to build a multicultural approach to local programs, buildings and services;
- » Objective 2 – Ensure a better understanding and connection through comprehensive education and citizen awareness of cultural diversity in the region.

STRATEGIC PRIORITY 4: Promote and foster enhanced newcomer attraction and retention within the Vernon area.

- Target- Family Classification of Immigrants
 - » Objective 1- Work collaboratively to promote the region as a place to live, work and play;
 - » Objective2- Work collaboratively to promote and support newcomers via such initiatives as networks of newcomer clubs/organizations;
 - » Objective 3- Celebrate the multicultural assets (arts, culture and heritage) and resources of the newcomer community.

Initial efforts to define a series of subsequent actions in support of individual objectives were completed in a LIPC workshop. This exercise sought to reflect on each individual goal from the perspective of “what is currently underway?”; “what is planned?”; and finally, “what are the obvious gaps between what is currently underway and what is planned that need to be addressed (opportunities to be pursued)?”.

Of course in many ways this is an inventory of possibilities, not probabilities nor confirmed directions. It is however a basis for further discussion, evaluation and elaboration in terms of capacity, capability and best value.

STRATEGIC PRIORITY 1: Target and promote immigrant/newcomer engagement in opportunities that enhance economic and investment circumstance locally.			
Objectives	Activities		
	Existing	Planned	Opportunities/Activities To be Developed
Objective 1 - Work collaboratively to promote the region as a place for sound investment by newcomers.	<ul style="list-style-type: none"> Economic development marketing initiatives such as presentations in Vancouver; Recruitment Program targeting Europe (with Kelowna) but is presently inactive; More focused videos through Vernon Tourism to attract newcomers/ showcase the community; Commercial and residential realtors; Okanagan Film Commission; Opportunities BC; Research re: opportunities in the Vernon area. 	<ul style="list-style-type: none"> City of Vernon/ Economic Development Ambassador program; Preparation of profiles to target opportunities; "Fam" tours as a tool to promote interest in Greater Vernon - can focus on a specific target country such as China. 	<ul style="list-style-type: none"> Develop marketing materials to be shared with business and community; Sector specific initiatives promoted to foreign markets; "More targeted opportunities," more articulated; More programming for international students (2 years in Vernon, and 2 years in Kelowna).
Objective 2 - Ensure newcomers are integrated into the local business community.	<ul style="list-style-type: none"> Community Futures: training, targeted wage subsidies; Informal groups for advancement and mutual support: Green Drinks, Geek Beers; Newcomer groups that have an interest in investing but are not connected to or aware of opportunities (often middle aged, investing for their children); Business networking: Chamber Business After 5, also in French in Kelowna; Small Business Awards. 	<ul style="list-style-type: none"> Trade fairs & newcomer shows. 	<ul style="list-style-type: none"> Wiring diagram of government programs; Support for those who are already here for credential recognition; Welcome BBQ, recognition; Business award for newcomers, could be a subcategory; "Newcomers" business exchange or subcommittee; One stop agency for newcomers introduction to services and programs.
Objective 3 - Promote ongoing business support for retention of newcomers (investors/ entrepreneurs).	<ul style="list-style-type: none"> SIDIT; Accelerate Okanagan; Business selling/ succession planning; Business Exchange; Work BC: Newcomers, unemployment services; Small/medium enterprise business development initiatives (Community Futures); Ok College/UBC educational services: skilled labour and talent; have the ability to train to meet the needs of business, such as international trades training. 	<ul style="list-style-type: none"> Chamber of Commerce job board. 	<ul style="list-style-type: none"> More resources, greater priority to be more aggressive in the task; Support for policy and regulatory change; Business advisory services for newcomers, customer service (to promote cultural change).

STRATEGIC PRIORITY 2:

Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.

Objectives	Activities		
	Existing	Planned	Opportunities/Activities To be Developed
Objective 1 - Work Collaboratively to celebrate newcomers contribution to make Vernon a vibrant community	<ul style="list-style-type: none"> Free, open, community social activities such as: July 1 Canada Day celebrations in Polson Park, Music in the Park, Civic Sounds, Sunshine Festival, etc; French Cultural Centre (based in Kelowna, but a French language group also exists in Vernon); SD#22 International Program: 200 students, includes a home stay program; BC Multicultural Awards; Sister Cities program (City of Vernon). 	<ul style="list-style-type: none"> Kalinga Amung 2017: Regional Filipino Festival to be held in Vernon in 2017. 	<ul style="list-style-type: none"> Profiles of newcomers in media; Regular showings of foreign films or a Foreign Film Festival; Attract international service club meetings to Vernon eg. Rotary or Lion's Club.
Objective 2 – Ensure newcomers feel welcomed and successfully transitioned into the community	<ul style="list-style-type: none"> Women's Newcomers' Club; Cultural groups and events such as Filipino Fiesta, Punjabi Dance, Japanese Cultural Centre, etc.; VDISS potluck events; InterFaith Group activities; Voter education: Joint training sessions hosted by library, college, VDISS as part of Renewing Democracy initiative; NexusBC: credentialing services & training; RAMA: organization to help temporary foreign workers in the community; Sports Groups eg Dutch Soccer Team. 	<ul style="list-style-type: none"> Inclusionary teams in schools; VDISS: Seniors art programming for all. 	<ul style="list-style-type: none"> Temporary Foreign Workers, especially agricultural, are still coming to the community and need more support; Open House for newcomers eg. Part of Winter Carnival events; Newcomer Buddies: a mentor program where newcomers are assigned a local person to show them around the community, answer questions, etc.; Greater participation and activities during Cultural Days in September to highlight multiculturalism; Freebee from Rec Centre (and others) to try activities for a month or so: "samples"; Include newcomers in email blasts from SPCNO and other organizations; Newcomers List serve; Facebook, social media page geared for newcomers to Vernon; Multicultural calendar of events.
Objective 3 – Strengthen the match between existing newcomer programs with the needs and interests of newcomers.	<ul style="list-style-type: none"> Churches; Library events such as Multilingual Book Exchange; Vernon Women in Business; VDISS ESL programs; Family Resource Centre: counseling program for those experiencing trauma, open to anyone; Chamber of Commerce Business After 5; Rotary hosts people at graduate level of study, who leave again eg. International doctors getting credentials. 	<ul style="list-style-type: none"> Chamber of Commerce job board. 	<ul style="list-style-type: none"> Multicultural Association; Diversity Training; Multicultural Hub or Centre (with food); Monthly or quarterly newcomer "meet and greet" (low cost, accessible) hosted by the City at library or rec centre; Existing organizations to include a specific focus on newcomers; Continued/additional funding for credential recognition and upgrading services through NexusBC; Programming for international students at college level to allow

STRATEGIC PRIORITY 3:

Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.

Objectives	Activities		
	Existing	Planned	Opportunities/Activities To be Developed
Objective 1 - Work Collaboratively to build multicultural approach to local programs, buildings and services	<ul style="list-style-type: none"> • Service Providers: VDISS, Seniors Services, NexusBC, Volunteer Services; • Partners in Action Committee; • City of Vernon OCP, Master Parks Plan, City Centre Neighbourhood Plan; • City Committees: Transportation, Affordable Housing, Economic Development; • Interior Health: Has a recruitment strategy for international health workers; • Chamber of Commerce: Business Excellence awards, 20 under 40, focus on & highlight newcomers; • DVA Civic Sounds concerts: would like more seating, expansion of event; • RDNO Cultural Plan includes reference to multiculturalism and multicultural programming. 	<ul style="list-style-type: none"> • Food & cultural hub; • Infrastructure that promotes a healthy community (bike paths, early years/child friendly, amenities); • City policy on accessibility, inclusive lens on new/renovated facilities; • RDNO Cultural Plan; • Respect Network: public art projects; • ICSP: Integrated Community Sustainability Plan required by the City by 2016; four legs of sustainability are economic, social, cultural, environmental. 	<ul style="list-style-type: none"> • Newcomer tours of community facilities, heritage, history; • Separate City committee or way to ensure that immigrants are recruited or designated a seat for immigrant representation on existing Committees; • Community based strategy or plan to recruit immigrants to sit on local boards and community committees; • Counselling specific to trauma PTSD, in particular for refugees (federal/provincial); • Affordable housing plan that incorporates the needs of newcomers; • Ensure an immigrant/newcomer lens on the City ICSP; • LIPC could map out member connections to different committees and LIPC members would take on the role of providing the newcomer lens on those committees.
Objective 2 – Ensure a better understanding and connection through a comprehensive education and citizen awareness of cultural diversity in the region	<ul style="list-style-type: none"> • Extensive restaurant choices for multicultural food • Respect Network: antiracism, anti-discrimination projects 	<ul style="list-style-type: none"> • LIPC Public Education Campaign: recognizing contributions of immigrants (past and present); acknowledging First Nations is important 	<ul style="list-style-type: none"> • Newcomer BBQ at City Hall; • More multicultural food fairs and celebrations; • More benches, lighting, activity in the City centre; • Civic Square: could be more welcoming; become the town square/meeting space.

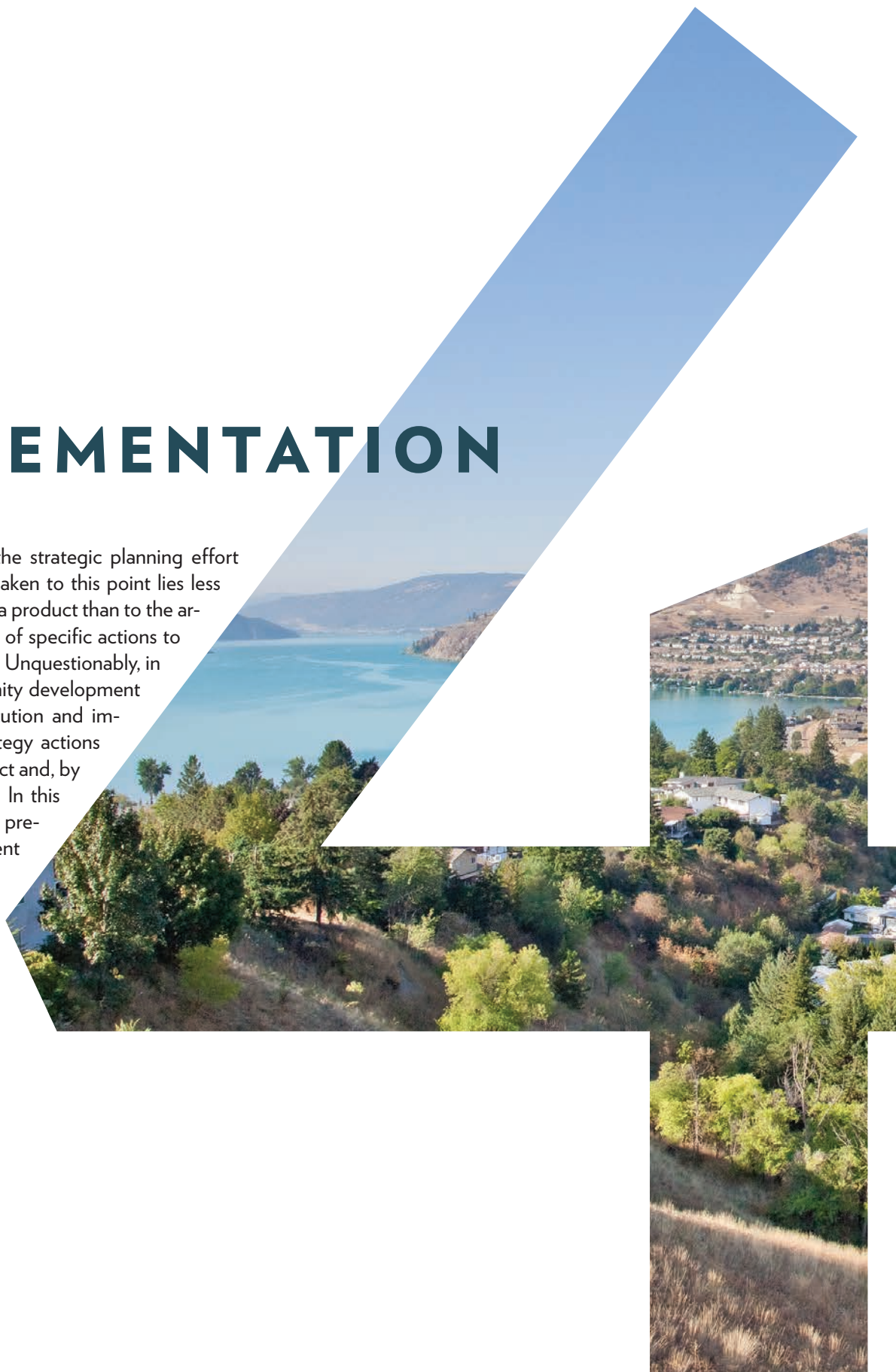
STRATEGIC PRIORITY 4:

Promote and foster enhanced newcomer attraction and retention within the Vernon area.

Objectives	Activities		
	Existing	Planned	Opportunities/Activities To be Developed
Objective 1 – Work collaboratively to promote the region as a place to live work and play	<ul style="list-style-type: none"> welcomevernon.ca website; Vernon Tourism Living in Vernon brochure; Employers' recruitment strategies such as Tolko, Silver Star, Kal Tire, etc.; City of Vernon's Economic Development website; Climate that attracts retirees/ interprovincial migration; Word of mouth eg Calgary newcomers; UBCO/Okanagan College international recruitment; MLS; MSP-Government websites; PNP presentations; Health care jobs; Videos: Living in Vernon; Okanagan College; Credentialing services at NexusBC; Trade shows eg in Ft. Mac and Edmonton. 	<ul style="list-style-type: none"> Ambassador Program; LIPC marketing plan; LIPC: Funding for joint marketing initiatives; New City of Vernon website; Targeted digital marketing into Alberta and BC in 2016. 	<ul style="list-style-type: none"> Conversations with MLAs re tax incentive programs (too complicated); Grants to help employers demonstrate living and working in Vernon eg new videos; Taking advantage of recruitment fair in Lower Mainland; Credentialing services will end March 31 2016: need to keep this service; Information about where newcomers can go for certain services; New programming at Vernon Campus for international students; Direct attraction of UBCO's international/out of region students.
Objective 2 – Work collaboratively to promote and support newcomer via such initiatives as networks of newcomer clubs or organizations.	<ul style="list-style-type: none"> Vernon Newcomers' Guide updated and printed in 2014; Multilingual Live Work Play brochures; Relocation guide; SD#22 international student program; Translation & interpretation services; Chamber of Commerce advocacy on public policy; VDISS Settlement services & ESL; Community Futures: support to find work, training, self-employment, targeted wage subsidy. 	<ul style="list-style-type: none"> Inclusionary teams in schools; VDISS: Seniors art programming for all. 	<ul style="list-style-type: none"> Opportunity to meet with employers to talk about employment: career opportunities, training on the job; BC Construction Association: referrals to agencies for newcomers working offshore, making contacts here before they arrive; Job fair for immigrants; Enhanced training and employment services; Retention of seasonal workforce.
Objective 3 – Celebrate the multicultural assets (arts, culture and heritage) and resources of the newcomer community.	<ul style="list-style-type: none"> Cultural groups; Service clubs; Multicultural activities. 	<ul style="list-style-type: none"> North Okanagan Refugee Committee; SAED: culture, competition, sourcing. 	<ul style="list-style-type: none"> Diversity training Multicultural integration programs events; Multicultural Centre/Hub; 20 Under 40 Vernon: Immigrant/ newcomer inclusion; Welcoming BBQ for international students.

IMPLEMENTATION

The importance of the strategic planning effort that has been undertaken to this point lies less with the plan itself as a product than to the articulation and pursuit of specific actions to ensure its realization. Unquestionably, in any facet of community development it is the proper execution and implementation of strategy actions that determines impact and, by implication, success. In this regard then, as noted previously development goals and objectives follow logically from the community vision and guiding principles.



They outline and logically confirm an array of broad and consistent directions. These are relevant, realistic and focused directions to guide the City of Vernon's immigration agenda over the next three (3) years.

Further, importantly, strategic plan implementation is essentially an iterative process. This means that in going forward the LIPC will need to continually evaluate and respond to new external and internal circumstances and challenges/opportunities as well as changes in the goals and desires of the community.

At this point in the exercise through various consultative exercises the LIPC has endeavored to define and describe strategies, goals and actions that are appropriate and relevant to the time and circumstance under review. However, it is acknowledged that during implementation certain changes may occur that require amendments/modifications in the strategy and as such the subsequent implementation process will require amendment/modification. That being said, the strategic plan is exactly that: a plan. It is time and circumstance specific. The process of adjusting and re-focusing lies in the process of implementation.

Undoubtedly not all of the potential actions that could be pursued are attached included and described in the narrative following; certainly new ideas, new suggestions and/or alterations in actions will occur over time. The very task of development requires flexibility in approach and action.

The following plan of implementation strives to create not only describe a range of suggested actions that can and/or should be undertaken. In doing so it also addresses a myriad of critical organizational aspects that need to be in place/considered by the LIPC if success in the realization of selected outcomes is to be achieved.

4.1 GOVERNANCE & LIPC STRUCTURE

For strategy implementation to be successful LIPC action must match the form and structure of the LIPC organization. By way of illustration a strategy that requires quick action at the working level and decisions by working-level volunteers needs an organizational structure that delegates authority. Alternatively a strategy that relies on tight control from upper management works best in a hierarchical structure with centralized authority.

Needless to say the identification and confirmation of the most appropriate governance and organizational structure for implementation is the most important decision the LIPC will need to make. That choice

will need to reflect or accommodate the following considerations in terms of strategic partner participation:

- the participation of strategic partners who wish to engage and/or commit to supporting/facilitating LIPC actions is voluntary;
- the primary focus of strategic partner participation will not be one of attraction and retention of new comers;
- the participation of strategic partners will need to accommodate the challenges of limited partner resources; and
- the participation of strategic partners that can help with the strategic priorities identified by the LIPC will need to complement and/or build on relevant existing partner programs that are already in the design stage.

Further to these considerations, in respect to strategic partner participation, whatever governance structure the LIPC decides to incorporate will need to additionally encompass the following core attributes:

AUTONOMY – a high-level of autonomy for individual actions teams will be critical. Autonomy will enable each team to organize itself and define the best approach to problem resolution or opportunity maximization.

FLEXIBLE AND ADAPTIVE – Strategies and actions are drafted within a very dynamic environment. In order to ensure actions reflect a changing reality the organizing structure needs to ensure that it remains very flexible and adaptive.

FOCUS ON SHARED WINS OF LIPC MEMBERS – While it is important that specific LIPC actions result in LIPC successes, these actions need to also assist strategic partners to meet their organizational objectives as well.

PARTNERING AND PARTNERSHIPS – Most of the organizations that directly support LIPC efforts are themselves experiencing increased pressure to enhance service offerings and respond to growing demands of clients all in an atmosphere of shrinking or limited resources. The LIPC through its strategies and actions can represent a significant opportunity for the pooling of resources where there are significant synergies.

EXPEDITIOUS AND ACTION ORIENTED – Strategy implementation needs to be action oriented and focused. LIPC members/strategic partners are very busy people who professionally and personally have many commitments. The common voice was that “... we want to be involved with volunteering organizations that we can see results with and we are not interested in long drawn out committee involvement.”

Given the above, we would recommend that the governance and organizational structure of LIPC in moving forward should be based on an existing proven delivery model such as the model utilized by the North Okanagan – Partners In Action.

4.2 PARTNERS IN ACTION FORMAT

4.2.1 OVERVIEW

The Partners in Action Committee is a solution-oriented, community driven committee that addresses social issues with a community development approach. The safety and health of community members (and the community as a whole) are two strong driving factors guiding the work of the Partners in Action Committee. The Committee also oversees the implementation and monitoring of the City of Vernon's Homelessness Strategy and the Harm Reduction Strategy.

Partners In Action - VISION STATEMENT:

A safe, healthy and inclusive community
in which to live, work and grow

4.2.2 COORDINATING COMMITTEE

Members are recruited based on the skills and knowledge they bring to the table, in addition to representation of an agency or group. Each member is responsible for linking the committee to their particular resources (other committees, organizations, individuals who are knowledgeable in this area). The role of the Coordinating Committee is to identify problems, opportunities and/or solutions and then create and oversee action teams.

4.2.3 ACTION TEAMS

The key to this model is to break down larger social and safety issues into manageable problems/challenges with manageable solutions. When an issue, problem or opportunity is identified within a strategy

or brought forward to the coordinating committee, an action team is created. The task of the action team is to problem-solve. They are the “worker bees” of the model. Key players for each action team are recruited from the community at large based on the skills, knowledge and connections needed to properly understand each issue and reach appropriate solution(s). Action teams can be created ad hoc or include already established committees in the community. Once a solution(s) is reached, the action team disbands.

4.2.4 PROVEN MODEL

The Partners In Action has experienced tremendous success since 2008. By way of example:

- 93 action teams created to develop social programs, projects or policies that further the goals as defined by community strategies and/or community stakeholders
- Capital Funding (Provincial/Federal): \$10,070,000
- Project Funding (Provincial/Federal): \$781,713
- Annual Operational Funding for Programs (Provincial): \$1,175,000
- Number of Permanent Full-time Positions: 15
- Number of Permanent Part-time Positions: 3

4.3 LIPC A COLLECTIVE IMPACT APPROACH

“...we believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.”

-John Kania & Mark Kramer

Partners in Action and the proposed structure of the LIPC are both versions of a Collective Impact Approach (John Kania and Mark Kramer). A Collective Impact approach is premised on the belief that no single policy, government department, organisation or program can tackle or solve the increasingly complex social problems we face as a society. The approach calls for multiple organisations or entities

from different sectors to abandon a silo or individual approach to address social issues in favour of a common agenda, shared measurement and alignment of effort. Unlike collaboration or partnership, Collective Impact initiatives have centralised infrastructure – known as a backbone organisation – with dedicated staff whose role is to help participating organisations shift from acting alone to acting in concert.

Initiatives must meet five criteria in order to be considered Collective Impact:[1]

COMMON AGENDA: There is a shared vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed upon actions.

SHARED MEASUREMENT SYSTEM: There is an agreement on the ways success will be measured and reported with a short list of key indicators across all participating organizations.

MUTUALLY REINFORCING ACTIVITIES: There is typically the engagement of a diverse set of stakeholders, across sectors, coordinating a set of differentiated activities through a mutually reinforcing plan of action.

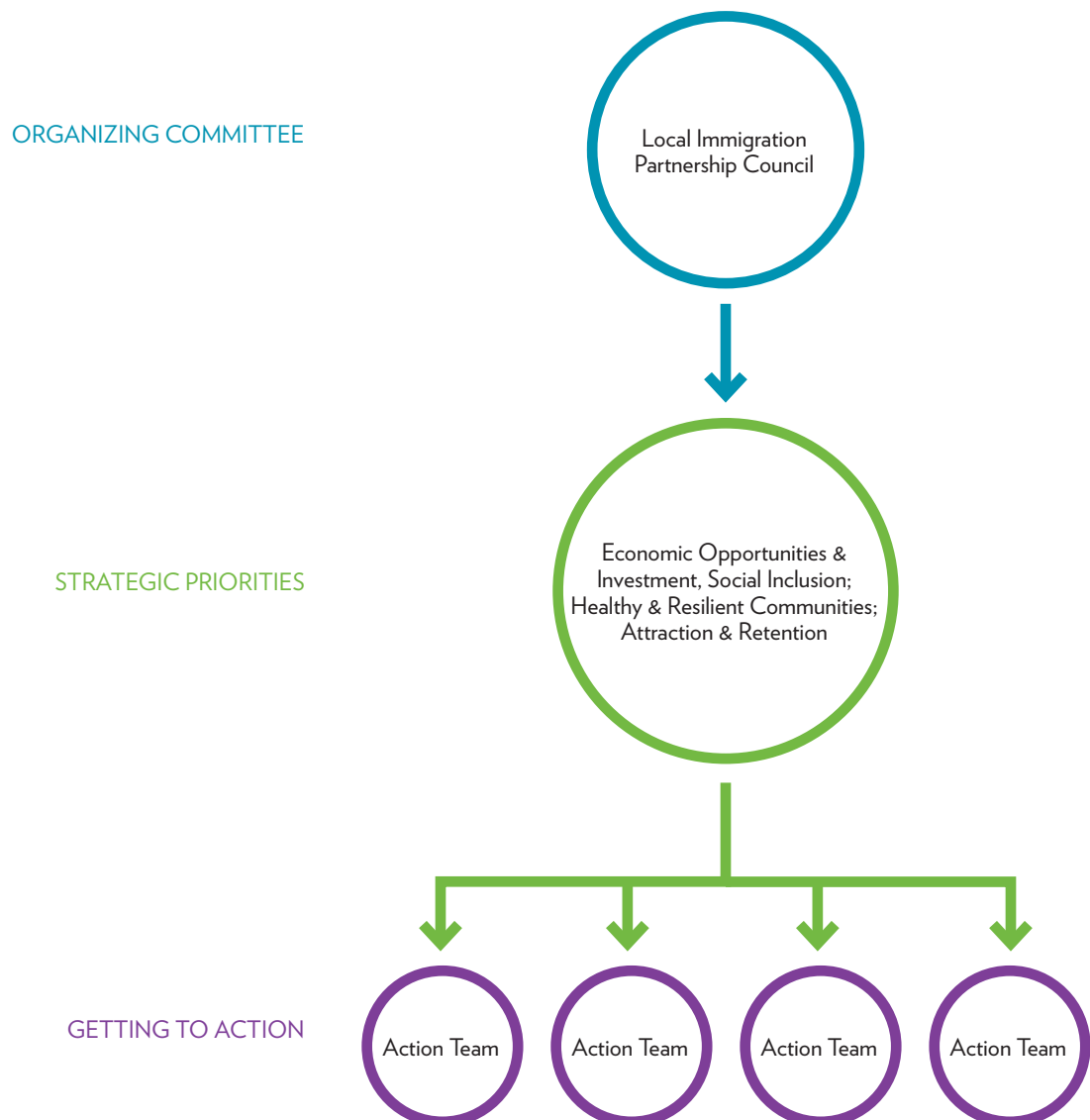
CONTINUOUS COMMUNICATION: Frequent communications over a long period of time among key players within and across organizations is the norm, to build trust and inform ongoing learning and adaptation of strategy.

BACKBONE ORGANIZATION: There is ongoing support provided by an independent staff dedicated to the initiative. The backbone agency (Social Planning Council of Vernon) tends to play six roles to move the initiative forward:[1] Guide Vision and Strategy; Support Aligned Activity; Establish Shared Measurement Practices; Build Public Will; Advance Policy; and Mobilize Funding.[6]



4.4 LIPC STRUCTURE

The recommended governance and organizational structure of the LIPC in moving through to implementation, is one in which the existing LIPC membership remains but moves from a strategy and policy setting committee to an organizing committee. This organizing committee is responsible for collectively identifying and prioritizing opportunities/challenges to be addressed. Ensuring identified opportunities/challenges align with strategic priorities is critical as is support for the creation, recruitment and activities of individual Action Teams. Importantly Action Teams decide on their own ‘how best to address various opportunities/challenges’ identified by the organizing committee. The structure diagram is presented below:



4.4.1 BACKBONE AGENCY

For those who are considering how to undertake or support a collective impact initiative, one fundamental truth about backbone effectiveness is that its leader can make or break the organization's success.

The backbone agency is critical to implementation success as is its leadership. The six (6) essential functions proposed for the backbone agency include the following:

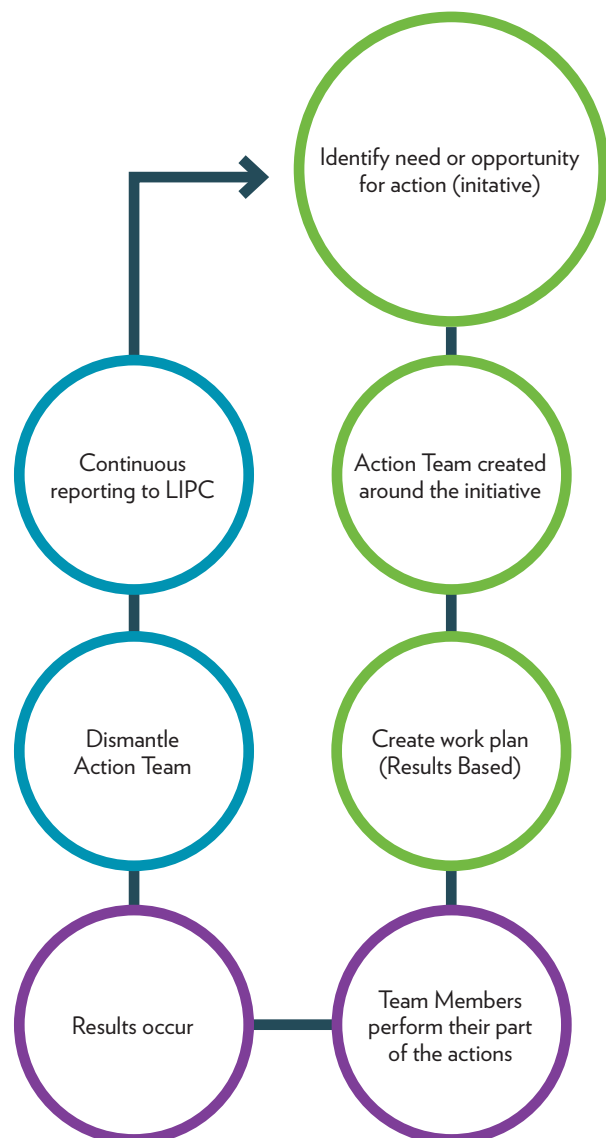
- facilitating the creation of an overall strategic direction;
- facilitating dialogue between partners;
- managing data collection and analysis;
- handling communications;
- coordinating community outreach; and
- assist with mobilizing funding.

Given this critical importance the LIPC is fortunate to have received funding from the Government of Canada for a partial paid position within the Social Planning Council of Vernon to act as a backbone agency.

4.4.2 HOW DOES THE LIPC GET TO ACTION TEAMS?

The key principle behind getting from strategic priorities to implementation of action items is that members have to self identify the action they feel will address prioritized challenges and opportunities in the community. It is one thing to add an action in a calendar it is quite another to find champions that will take the lead and inspire others to rally behind an initiative. Therefore, what is required is a structure that promotes and allows for this to occur. The process is presented in the diagram to the right:

As is evident within the diagram, this process allows LIPC members to identify and take ownership of implementation while providing action teams with the required autonomy and freedom to assemble/recruit members and design actions plans that will best provide the desired outcomes.



4.5 GETTING TO ACTION

The following pages present an array of individual actions grouped by Strategic Priority. Certainly this agglomeration does not include every possible action that could be pursued; new ideas, new suggestions and/or alterations in actions will doubtless occur over time. Quite simply the effort to address and/or manage the myriad of immigration and settlement issues requires flexibility in approach and action.

Before reviewing the action plans the reader is advised that while an initial lead organization and selected partners are indicated, this may change as progress proceeds or as circumstances change. As well, the budget estimates become more indefinite as they are projected into the future because of the difficulty of foreseeing with certainty all the issues and/or contingencies that may arise.

It would be a mistake to develop new actions without considering the existing and planned programs/services and efforts by organizations and individuals within the community. Therefore it is being suggested that LIPC efforts first and foremost: support existing programs/services; and secondly: support planned programs/services; and lastly: include the development of new programs/services.

LIPC STRATEGIC PRIORITIES:

1. Target and promote immigrant/newcomer engagement in opportunities that enhance economic and investment circumstance locally.
2. Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.
3. Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.
4. Promote and foster enhanced newcomer attraction and retention within the Vernon area.

4.5.1 ACTION PLANNING:

IN RESPECT TO STRATEGIC PRIORITY 1: Target and promote immigrant/newcomer engagement in opportunities that enhance economic and investment circumstance locally.

POTENTIAL STRATEGIC PARTNERS – The following organizations have either expressed interest or are thought to be valued strategic partners in efforts directed at this strategic priority

- Kal-Tire
- TOLKO Industries
- Silver Star Ski Resort Ltd.
- Downtown Vernon Association (DVA)
- Greater Vernon Chamber of Commerce (GVCC)
- City of Vernon Economic Development (CoV)
- Community Futures North Okanagan (CFDC)
- Okanagan College, Vernon Campus (OC)
- Regional District North Okanagan (RDNO)
- Nexus BC

STRATEGIC PRIORITY:

Target and promote immigrant/newcomer engagement in opportunities that enhance economic and investment circumstance locally.

Objective 1 - Work collaboratively to promote the region as a place for sound investment by newcomers.

Activity	Potential Champions	Priority	Time Frame
City of Vernon Economic Development Ambassador program.	City of Vernon & Greater Vernon Chamber of Commerce	High (Planned)	0-12 months
"Fam" (Familiarization) tours as a tool to promote interest in Greater Vernon – can focus on a specific target country such as China.	City of Vernon	High (Planned)	0-12 months
Preparation of profiles to target opportunities.	City of Vernon, Chamber of Commerce and CFDC	High (Planned)	0-12 months
Inventory Existing Promotional efforts in the community; identify gaps and synergies and Create Marketing Materials for entire Community to use.	Social Planning Council NO & City of Vernon	High (Funding Secured)	0-9 Months
Prepare 10 Profiles Highlighting Community Members and their Influence on the community (Include Immigrants).	Social Planning Council NO & VDISS	High (Funding Secured)	3-12 months

Objective 2 – Ensure newcomers are integrated into the local business community..

Activity	Potential Champions	Priority	Time Frame
Trade fairs & newcomer shows.	VDISS, & Greater Vernon Chamber of Commerce	High (Planned)	0-12 months
"Newcomers" business exchange or subcommittee	VDISS, OC, CFDC	Medium (New Activity)	12-24 months
Support for those who are already here for credential recognition	VDISS, NexusBC & OC	Medium (New Activity)	12-24 months

Objective 3 – Promote ongoing business support for retention of newcomers (investors/entrepreneurs).

Activity	Potential Champions	Priority	Time Frame
Chamber of Commerce job board.	Greater Vernon Chamber of Commerce	High (Planned)	0-12 months
Business advisory services for newcomers, customer service (to promote cultural change)	VDISS, NexusBC & CFDC	Medium (New Activity)	12-24 months
One stop agency for newcomers introduction to services and programs	VDISS & NexusBC	Low (New Activity)	24-36 months

IN RESPECT TO STRATEGIC PRIORITY 2: Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.

POTENTIAL STRATEGIC PARTNERS – The following organizations have either expressed interest or are thought to be valued strategic partners in efforts directed at this strategic priority

- Social Planning Council for the North Okanagan (SPCNO)
- Vernon and District Immigrant Services Society (VDISS)
- Community Futures North Okanagan (CFDC)
- Okanagan College, Vernon Campus (OC)
- Regional District North Okanagan (RDNO)
- Nexus BC
- North Okanagan Youth and Family Services (NOYFSS)
- North Okanagan Family Resource Centre (FRC)
- City of Vernon (COV)
- School Inclusionary Teams (School District #22)
- Public Art Gallery
- Interior Health
- Vernon Filipino Club
- Vernon First Nations Friendship Centre
- Okanagan Regional Library (Vernon)

STRATEGIC PRIORITY: Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.			
Objective 1 - Work Collaboratively to celebrate newcomers contribution to make Vernon a vibrant community			
Activity	Potential Champions	Priority	Time Frame
Kalinga Amung 2017: Regional Filipino Festival to be held in Vernon in 2017.	Vernon Filipino Club	High (Planned)	0-12 months
Prepare 10 Profiles Highlighting Community Members and their Influence on the community (Include Immigrants).	Social Planning Council NO & VDISS	High (Funding Secured)	3-12 months
Multicultural calendar of events	VDISS, RDNO, City of Vernon	Medium (New Activity)	12-24 months
Objective 2 – Ensure newcomers feel welcomed and successfully transitioned into the community			
Activity	Potential Champions	Priority	Time Frame
Inclusionary teams in schools.	SD#22	High (Planned)	0-12 months
VDISS: Seniors art programming for all.	VDISS	High (Planned)	0-12 months
Newcomer Buddies: a mentor program where newcomers are assigned a local person to show them around the community, answer questions, etc.	VDISS, NexusBC, SPCNO	Medium (New Activity)	12-24 months
Temporary Foreign Workers, especially agricultural, are still coming to the community and need more support.	VDISS, NexusBC & CFDC	Medium (New Activity)	12-24 months
Monthly or quarterly newcomer “meet and greet” (low cost, accessible) hosted by the City at library or Recreation Centre.	CoV, ORL Vernon, VDISS	Low (New Activity)	24-36 months
Objective 3 – Strengthen the match between existing newcomer programs with the needs and interests of newcomers.			
Activity	Potential Champions	Priority	Time Frame
Chamber of Commerce job board.	Greater Vernon Chamber of Commerce	High (Planned)	0-12 months
Diversity Training	VDISS & NexusBC	Medium (New Activity)	12-24 months

IN RESPECT TO STRATEGIC PRIORITY 3: Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.

POTENTIAL STRATEGIC PARTNERS – The following organizations have either expressed interest or are thought to be valued strategic partners in efforts directed at this strategic priority

- Social Planning Council for the North Okanagan (SPCNO)
- Vernon and District Immigrant Services Society (VDISS)
- Community Futures North Okanagan
- Okanagan College, Vernon Campus (OC)
- Regional District North Okanagan
- Nexus BC
- North Okanagan Youth and Family Services (NOYFSS)
- North Okanagan Family Resource Centre (FRC)
- City of Vernon (COV)
- School Inclusionary Teams (School District #22)
- Public Art Gallery
- Interior Health Tanya Osborne, Community Health Facilitator
- Vernon Filipino Club
- Vernon Friendship Club
- Okanagan Regional Library (Vernon)
- Kal-Tire
- TOLKO Industries
- Silver Star Ski Resort Ltd.
- Downtown Vernon Association
- Greater Vernon Chamber of Commerce (GVCC)

STRATEGIC PRIORITY: Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.			
Objective 1 - Work Collaboratively to build multicultural approach to local programs, buildings and services			
Activity	Potential Champions	Priority	Time Frame
Food & cultural hub;	VDISS, SPCNO, City of Vernon & RDNO	High (Planned)	0-12 months
Infrastructure that promotes a healthy community (bike paths, early years/child friendly, amenities);	City of Vernon & RDNO	High (Funding Secured)	Presently Underway
City policy on accessibility, inclusive lens on new/renovated facilities;	City of Vernon	High (Partial Funding Secured)	0-12 months
RDNO Cultural Plan	RDNO	High (Planned)	0-9 Months
ICSP: Integrated Community Sustainability Plan required by the City by 2016; four legs of sustainability are economic, social, cultural, environmental	City of Vernon	High (Planned)	0-12 months
Respect Network, public art projects;	SPCNO	High (Ongoing)	0-12 months
Community based strategy or plan to recruit immigrants to sit on local boards and community committees	NexusBC, Social Planning Council NO VDISS	High (New Activity)	0-12 months
LIPC could map out member connections to different committees and LIPC members would take on the role of providing the newcomer lens on those committees	SPCNO	High (Ongoing)	0-12 months
Affordable housing plan that incorporates the needs of newcomers	SPCNO, City of Vernon & RDNO	Medium (New Activity)	12-24 months
Objective 2 – Ensure newcomers feel welcomed and successfully transitioned into the community			
Activity	Potential Champions	Priority	Time Frame
LIPC Public Education Campaign: recognizing contributions of immigrants (past and present); acknowledging First Nations is important	SPCNO	High (Planned)	0-12 months

IN RESPECT TO STRATEGIC PRIORITY 4: Promote and foster enhanced newcomer attraction and retention within the Vernon area.

POTENTIAL STRATEGIC PARTNERS – The following organizations have either expressed interest or are thought to be valued strategic partners in efforts directed at this strategic priority

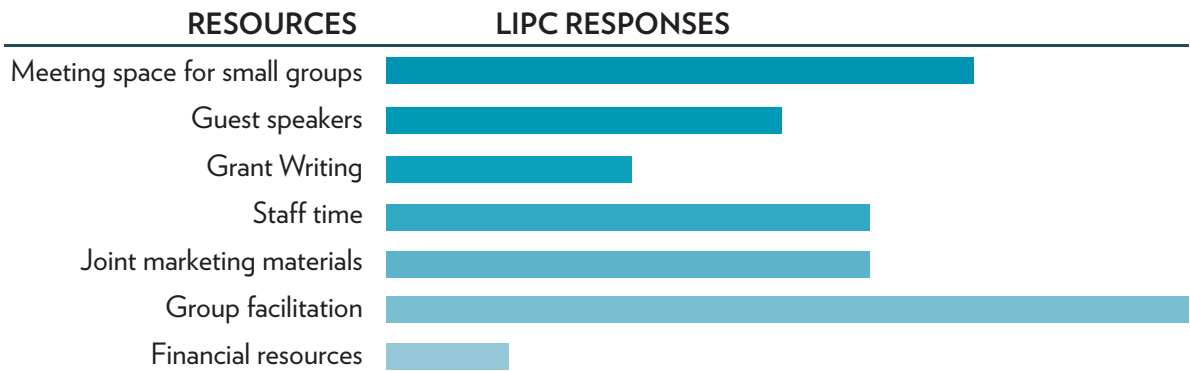
- Social Planning Council for the North Okanagan (SPCNO)
- Vernon and District Immigrant Services Society (VDISS)
- Community Futures North Okanagan
- Okanagan College, Vernon Campus (OC)
- Regional District North Okanagan
- Nexus BC
- North Okanagan Youth and Family Services (NOYFSS)
- City of Vernon (COV)
- School Inclusionary Teams (School District #22)
- Kal-Tire
- TOLKO Industries
- Silver Star Ski Resort Ltd.
- Downtown Vernon Association
- Greater Vernon Chamber of Commerce (GVCC)

STRATEGIC PRIORITY: Promote and foster enhanced newcomer attraction and retention within the Vernon area.			
Objective 1 - Work collaboratively to promote the region as a place to live work and play			
Activity	Potential Champions	Priority	Time Frame
Ambassador Program.	City of Vernon	High (Planned)	0-12 months
LIPC marketing plan.	SPCNO & City of Vernon	High (Funding Secured)	Presently Underway
LIPC: Funding for joint marketing initiatives.	SPCNO, City of Vernon & Greater Vernon Chamber of Commerce	High (Partial Funding Secured)	0-12 months
New City of Vernon website.	Social Planning Council NO City of Vernon	High (Planned)	0-9 Months
Targeted digital marketing into Alberta and BC.	Social Planning Council NO & VDISS	High (Planned)	0-12 months
Information about where newcomers can go for certain services.	Social Planning Council NO & VDISS	Medium (New Activity)	12-24 months
Credentialing services will end March 31 2016: need to keep this service.	NexusBC, OC, VDISS	Low (New Activity)	24-36 months
Objective 2 – Work collaboratively to promote and support newcomer via such initiatives as networks of newcomer clubs or organizations.			
Activity	Potential Champions	Priority	Time Frame
Inclusionary teams in schools.	SD#22	High (Planned)	0-12 months
VDISS: Seniors art programming for all.	VDISS	High (Planned)	0-12 months
Opportunity to meet with employers to talk about employment: career opportunities, training on the job	NexusBC, OC, VDISS, CFDC, Kal Tire, TOLKO & Silver Star Mountain	Medium (New Activity)	12-24 months
Objective 3 – Strengthen the match between existing newcomer programs with the needs and interests of newcomers.			
Activity	Potential Champions	Priority	Time Frame
North Okanagan Refugee Committee;	VDISS & SPCNO	High (Planned)	0-12 months
SAED: culture, competition, sourcing.	RDNO	High (Planned)	0-12 months

4.5.2 THOUGHTS ON RESOURCES

As noted previously the majority of organizations and programs servicing either directly or indirectly Vernon’s immigrant/newcomer marketplace are already under pressure to achieve greater impacts with increasingly limited resources. Therefore it is imperative that the strategy and its associated actions do not further exacerbate these challenges. Through a collective impact approach the shared alignment of such strained and limited resources should allow for greater efficiencies while concurrently increasing impacts.

Much too often organizations with a socio-economic mandate focus their efforts on chasing grant funding. While this still remains an important element of retaining and capturing resources, it is especially important for the LIPC to focus on efforts beyond chasing “dollars” as the sole source of necessary resources. In fact resources come in many different forms beyond the financial and include such things as access to human capital, or access to shared equipment, and so forth. Within that context LIPC members have confirmed their commitment to sharing existing resources of office space, equipment, grant writers and other human capacities. These are shown in the following chart:



The LIPC Coordinator has conducted research regarding applicable funding sources to help guide the implementation efforts with inventory of possible funding sources, See Appendix 1-- for details

The LIPC has been able to attract a very impressive membership that represents all aspects of the community and with professional and personal ties and relationship that would aid in the resourcing of activities. The table on the pages 64 - 65 illustrates the breadth and depth of the networks.

4.5.3 EVALUATE AND ADJUST

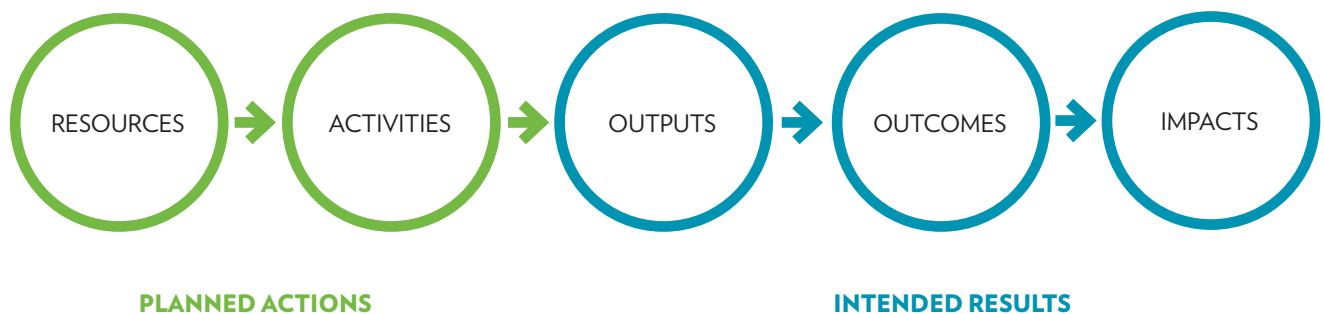
Strategic planning is best practiced when it includes an ongoing iterative element. Therefore it is critical that the culture of the organization support and foster continuous evaluation and adjustment of the proposed plan.

Of course evaluating efforts can be difficult particularly in understanding which tactic led to what result. The purpose of evaluation is to track measurable outcomes while providing the knowledge of how to adjust efforts for greater impact.

In spite of the desire and needs to monitor and control activities, the LIPC will need to balance this aspiration with the necessity to provide sufficient autonomy to individual Action Teams in their efforts to design activities and undertake actions. Because of this very limited control it is suggested that the LIPC articulate tangible measurable outcomes in which they can direct and measure Action Teams efforts. Importantly regardless of measure, even an effort that is perceived to fail and not fully accomplish its tangible outcomes can result in lasting positive outcomes and impressions.

There are several techniques to measure and evaluate the effectiveness of the efforts of the LIPC strategy and actions. While Strategic Goals cannot and are not intended be measured the utilization of a Logic Model will allow for the identification and measurement of relevant outcomes. An LM approach will also allow the LIPC to institutionalize best practices and adjust efforts for greater impact. See Appendix – For Sample Logic Model Framework.

In essence, a logic model is a systematic and visual way to present and share a common understanding of the relationships among the resources the LIPC has to deliver actions, the activities planned, and the changes or results intended.



1

ATTRACTION

City of Vernon
 District of Coldstream
 Township of Spallumcheen
 Village of Lumby
 Town of Armstrong
 City of Enderby
 Sicamous
 City of Salmon Arm
 City of Revelstoke
 School District #22 Vernon
 City of Vernon Tourism
 Advisory Committee

North Okanagan Refugee Committee
 Thompson Okanagan Tourism Association
 Columbia Shuswap Regional District
 North Okanagan Regional District

B.C. Destination Marketing Association

CANN Success Vancouver International Airport

LOCAL IMMIGRATION

Stakeholder Relationship Reach

2

EMPLOYMENT + RETENTION

Community Futures North Okanagan
 City of Vernon Economic Development Committee
 City of Vernon Transportation Advisory Committee

YLW Community Advisory Committee
 Greater Vernon Chamber of Commerce
 Okanagan Economic Development Society
 Urban Development Institute
 Regional Growth Strategy Support Team
 Community Foundation of the North Okanagan
 Salmon Arm Economic Development
 Salmon Arm Work BC
 VNO - Vision North Okanagan (has a strong ec dev focus)
 (VNO - Dan, Jane, Kevin, Tanis and Annette)

LINK B.C.
 Association of Service Providers for Employability and Career Training
 B.C. Economic Development Association
 BC Chamber Executives Association
 Community Energy Association of BC
 Multi Material BC Advisory Committee
 Work BC

Economic Development Association of Canada
 Management Consulting Association of Canada
 Canadian Chamber Executive Association

International Economic Development Council
 International Shopping Centre Council

3 WELCOMING COMMUNITIES

Vernon & District Immigrant Services Society (VDISS)
Welcoming Communities Vernon
Club Filipino of Okanagan Shuswap
Vernon Respect Network
Vernon Public Art Gallery
Vernon International Women's Day Committee

Regional Settlement Agencies
Centre Cultural Francophone de l'Okanagan
RDNO Cultural Plan Steering Committee
Thompson Okanagan Respect Network

AMSSA
Vancouver Immigrant Services Welcome House
Immigrant Integration Coordinating Committee (IICC)

Carleton University
University of Ottawa
Canadian Museums Association
Canadian Art Museum Directors Association

Amnesty International
Toastmasters International
KANA Kalinga Networks in North America

LOCAL

REGIONAL

PROVINCIAL

NATIONAL

GLOBAL

4 HEALTHY + RESILIENT COMMUNITIES

Family Resource Centre
Whitevalley Community Resource Centre
United Way Vernon
Adult Literacy Committee
Vernon Minor Soccer Association
Okanagan College Vernon
Kalamalka Rotary
City of Vernon Affordable Housing Advisory Committee
Emergency Food Action Network
Seniors Action Network
Nexus BC
Vernon Estate Planning Council
Patchwork Farms Committee
Community Foundation North Okanagan - board member
Unplug and Play
John Howard Society
Vernon Bookclubs
Gambling Awareness
Vernon Friends of the Library
Junction Literacy Centre
Vernon Branch Okanagan Regional Library

Partners In Action
Vision North Okanagan
Food Action Society for the North Okanagan
North Okanagan Early Years Council
Literacy Providers
Okanagan Board Gamers
Land Trust (Annette and Jane)
United Way Lower Mainland
Interior Health Authority
Okanagan Regional Library
Okanagan Rail Trail Committee
Shuswap Healthy Communities Coalition
Shuswap Trails Association
Sicamous Interagency Group
Enderby & District Interagency Group
Columbia Trust Advisory Committee
District Rotary 5060
Okanagan College Regional Advisory Committee

BC Library Association
Land Trust Alliance B.C.
B.C. Freestyle Association
BC Non Profit Housing Association
SPARC BC
BC Hydro Outrea

Girl Guides of Canada
Canadian Council on Social Development

Rotary International

LOCAL

REGIONAL

PROVINCIAL

NATIONAL

GLOBAL

CONCLUDING REMARKS

This strategy is based on a considerable amount of research - research focussing on the best practice experience of other jurisdictions; an analysis of the social, economic, political and cultural aspects of migration; and research focussing on the unique multidimensional and multicultural character of the City of Vernon. It is also based on the inputs of representatives from a diverse array of stakeholder groups as well as the inputs of local citizens, both long-term residents and newcomers. In short the foundation from which this strategy has been developed is comprehensive and thorough.

What has been gained from the effort is best illustrated by the depth and scope of thoughtful insights into both the challenges and opportunities the City faces in



becoming a truly welcoming community; a community where immigrants and new comers are respected, included and celebrated; and, a place where every citizen is afforded equal opportunity to participate in the City's future and share in the benefits of the City's development successes.

Importantly this is not a strategy for the sake of having a "strategy". Instead this is a strategy about change, about action, about consciously moving forward.

It is the role of the strategy to point out ways of moving forward, and it has done so. While perhaps some minor tweaking to wording is deemed necessary or some additional effort is required to group, prioritize and assign actions, at the end of the day this strategy provides a well articulated starting point.

Of course it is the intent of the strategy to instil some expectation that focussed actions will have realistic expectations for success. But of course planning and implementation are two very different things.

Even great strategies fail to deliver success if they don't get implemented well. In moving forwards, implementation efforts will need to satisfy the following criteria:

- Actions and efforts must be managed to results milestones. That is metrics must be put in place to regularly measure both the output and process goals of the implementation effort, and ensure adaptability to evolve the implementation plan based on the learning achieved;
- Actions and efforts must explicitly address the multitude of people issues. That is it needs to ensure key stakeholders are involved not only in the development of the strategy but its subsequent implementation. This builds ownership in the strategy, and commitment and energy to its successful implementation.; and,
- Actions and efforts must be resourced properly, not just with money, but with the people, mandate and commitment to make change.

And thus at this point the emphasis must be on action. And therein arguably lies the most important organizational challenge. That is, the immediate challenge this strategy poses for the LIPC lies in the need to be prepared and committed; to move away from analysis and introspection towards action.

APPEL

INDICES

APPENDIX 1

APPENDIX 2

APPENDIX 1

STRATEGIC PRIORITY 1:

Target and promote immigrant/newcomer engagement in opportunities that enhance economic and investment circumstances locally.

Source	Type	\$\$\$ Available	Uses/Criteria
Southern Interior Development Initiative Trust http://www.sidit-bc.ca/	Regional	\$25,000	Non capital projects; Non-repayable funding for municipalities, regional districts, First Nations, registered non-profit societies, institutions, and industry
Survive and Thrive Applied Research (STAR) http://star.ubc.ca/	Regional (Western Canada)		Connect private sector with UBC students & research resources to find technical solutions
B.C. Provincial Nominee Program http://www.welcomebc.ca/Immigrate/About-the-BC-PNP.aspx	Provincial	None	Economic immigration pathway for skilled workers and entrepreneurs to be nominated for permanent residence status
Canada BC Agri-Innovation Program http://iafbc.ca/funding-opportunities/innovation/	Provincial	Cost shared	BC based company, organizations in agriculture and agri-food sector: Advancements in plant, animal and food science; Energy and waste management; New product development and commercialization; Improvements in soil, water and air quality; Climate change adaptation
Ministry of Technology, Innovation & Citizens' Services BC Knowledge Development Fund http://www.gov.bc.ca/citz/technologyandinnovation/Funding/BCKDF/index.html	Provincial	Up to 40% of eligible project costs	Capital investment for research infrastructure in British Columbia Funds public post-secondary institutions, research hospitals and affiliated non-profit agencies
Status of Women http://www.swc-cfc.gc.ca/index-en.html	Federal		Economic prosperity for women
Natural Science and Engineering Research Council Engage Grants http://www.nserc-crsng.gc.ca/Professors-Professeurs/RPP-PP/Engage-Engagement_eng.asp	Federal	Up to \$25,000	Partnerships between researchers at universities & colleges and industry for short-term R&D project

	Deadline	Comments
	Ongoing	Support regionally strategic investments in economic development projects & job creation
	Ongoing	
	Ongoing to March 2018	To improve industry capacity and innovation
	Periodic	Watch for periodic funding calls
	Ongoing	

National Research Council of Canada	Federal	Cost share portion of salary	Small & medium sized businesses
Industrial Research Assistance Program			Financial assistance to hire post-secondary science, engineering, technology, business and liberal arts graduates
http://www.nrc-cnrc.gc.ca/eng/irap/index.html			
Youth Employment Program			
Canada Foundation for Innovation	Federal	Up to 40% of eligible project costs	Canadian universities, colleges, research hospitals and non-profit research institutions
Innovation Fund			Capital infrastructure:
College Industry Innovation Fund			Research and technology innovation; enhance capacity of colleges to support business innovation: state-of-the-art, industry-relevant research infrastructure
http://www.innovation.ca/			
Lobstick Foundation	National	Unspecified	Non profit societies.
http://lobstickfoundation.org/about-us/			Financial assistance for women and girls of all backgrounds in Canada, looking to develop life, personal skills; professional and educational development

Technology related projects of 6-12 duration

Annual

Total project cost of \$750,000+

June 23 2016 Letter of Intent

Quarterly

Inclusive, diverse

Also programs

STRATEGIC PRIORITY 2:

Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.

Source	Type	\$\$\$ Available	Uses/Criteria
City of Vernon Council Discretionary Grants https://www.vernon.ca/government-services/mayor-council/council-discretionary-grants	Local	Varies Approx. \$4,000	Non profit contributing to general interest & quality of life
Greater Vernon Arts, Culture & Youth Grants http://www.rdno.ca/index.php/services/recreation/community-grants/greater-vernon-arts-culture-and-youth-grants	Regional RDNO	Up to 50%; Approx. \$5,000	Seed money, projects, community events creating connectedness and sharing
BC Arts Council Community Arts Festival Youth Engagement Program https://www.bcartscouncil.ca/guideline_list.html	Provincial	50% up to \$7500	Various operating & project grants Assist with fees to professional artists & technicians Youth ages 15-24
Embrace BC http://www.embracebc.ca/embracebc/funding/index.page?WT.svl=Centre	Provincial	\$5000	Theme: Respect Lives Here Non-profit organizations Aboriginal organizations Businesses Schools Faith organizations Municipalities Rural and urban communities
Heritage BC Legacy Fund Heritage Conservation Program Heritage Awareness Program http://www.heritagebc.ca/funding/	Provincial Foundation	Up to \$10,000	Awareness: research, presentation, interpretation, and publication of information that will increase public understanding, appreciation, and education of specific existing built community heritage resources
Law Foundation of BC http://www.lawfoundationbc.org/	Provincial	\$ 5 0 0 0 - 150,000	Legal education, legal research, legal aid, law reform, and law libraries.

	Deadline	Comments
	April 30	
	Oct 31	
	Sept 30	
	Annual	
	Jan 30	New or existing programs
	Jan 15	
	Nov	March completion
		Requires approval of Respect Committee in Vernon
	Annual; tba	Must have a tangible product or outcome, with a clear purpose and plan to raise public awareness of the specific built heritage resources
	Usually March	
	Annual,	
	January	

STRATEGIC PRIORITY 2:

Ensure Vernon is a welcoming community that supports inclusion and engagement of all newcomers.

Source	Type	\$\$\$ Available	Uses/Criteria
Ministry of International Trade and Responsible for Asia Pacific Strategy and Multiculturalism Gaming Policy & Enforcement Branch Multiculturalism Grant https://www.gaming.gov.bc.ca/grants/multiculturalism.htm	Provincial	Up to \$5000	Non profit societies & community organizations/associations
Vancouver Foundation Field of Interest Grants Arts & Culture Grant Community Grant https://www.vancouverfoundation.ca/grants/field-interest-grants	Provincial Foundation	Up to \$10,000 To 50%	Arts and Culture Education and Training Environment Health and Social Development
Citizenship & Immigration Canada Inter Action Multiculturalism Grants and Contribution Funding http://www.cic.gc.ca/english/multiculturalism/funding/index.asp	Federal	50% up to \$25,000	Non-profits; municipalities with population <10,000 Community based events that support: Intercultural/interfaith understanding; Civic memory and pride; Respect for core democratic values
Canada Heritage Celebrate Canada Community Cultural Action Fund Building Communities Through Arts and Heritage (Local Festivals) http://www.pch.gc.ca/eng/1267799042836/1268156417102 Canada Cultural Spaces Fund http://www.pch.gc.ca/eng/1267728945673	Federal	Up to \$200,000 Up to 50%	Non profits, Govts Events between June 21 and July1 Local Festivals (\$200,000 Community Anniversary Legacy Fund Arts & Heritage organizations

	Deadline	Comments
	Annual, December	Cultural expression
	tba	Anti-racism
		Separate from gaming; can apply for both
	Tba for 2016; usually fall	Two step process: Project overview; if accepted, Full Application
		Potential for project proposals linking new immigrants to Canadians.
	Apply at least 90 days before event	To create concrete opportunities for interaction between cultures/faiths
		To build socially and culturally cohesive community
		To promote multiculturalism
	Jan 31; April 30; Sept 15	To engage local citizens in performing & visual arts, & celebration & preservation of heritage.
	Ongoing	For renovation/construction or specialized equipment

STRATEGIC PRIORITY 3:

Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.

Source	Type	\$\$\$ Available	Uses/Criteria
Community Foundation of the North Okanagan http://www.cfno.org/	Regional	Up to 50% of project	Registered charities with projects within RDNO boundary Program or capital with direct community service or benefit
TELUS Community Foundation Thompson Okanagan http://community.telus.com/get-funding/community-grants/	Regional Foundation	Up to \$20,000	CRA registered charities Focus on youth Funding pillars: arts & culture; education & sport; health & well-being in our environment
TD Friends of the Environment Foundation https://fef.td.com/funding/	Regional	Approx. \$5,000	Registered Canadian charities, municipalities, education institutions, Aboriginal groups
Healthy Schools BC Grants http://healthyschoolsbc.ca/healthy-schools-bc-resources/healthy-living-grants/other-healthy-school-grants/	Provincial	Various	Capacity building, implementation of healthy schools initiatives
Vancouver Foundation Field of Interest Grants https://www.vancouverfoundation.ca/grants/field-interest-grants	Provincial	Up to \$75,000 To 50%	Arts and Culture Education and Training Environment & Animal Welfare Health and Social Development
BC Ministry of Finance Gaming Policy & Enforcement Branch Community Gaming Grants https://www.gaming.gov.bc.ca/grants/community-gaming.htm	Provincial	Up to \$100,000+	Arts & Culture Public Safety Human & Social Services Sport Environment
Real Estate Foundation of BC http://www.refbc.com/ General Grants	Provincial		Non profits, municipalities, First Nations, professional associations Sustainable land, water, built environment, food systems
BC Healthy Communities Capacity Building Grant http://bchealthycommunities.ca/news_item/842/view	Provincial	\$5000	Rural communities Local government

	Deadline	Comments
	End March	
	Jan 30 May 1 Sept 18	Demonstrate social and/or technological innovation in program delivery
	Feb; July	Environmental education, urban greening, biodiversity, and energy conservation.
	Various	Grant listing from a wide variety of sources of interest for schools/partnerships with schools
	Tba for 2016; usually fall	Two step process: Project overview; if accepted, Full Application
	Feb1-May 31 Jul 1-Aug 31 Aug1-Nov 30 Feb1-May 31 Jul 1-Aug 31	Program funding for nonprofit organizations
	Feb 24, Sept 8 2016	
	Feb 29 2016	

STRATEGIC PRIORITY 3:

Support newcomers and local citizens at large in their collective efforts to create a healthy and resilient community.

Source	Type	\$\$\$ Available	Uses/Criteria
Canada Post Community Foundation www.canadapost.ca/community	Federal Foundation	\$ 5 0 0 0 - 25000 Up to \$50000	Initiatives, capacity building & expansion to benefit children Reg. charity, also non-profits, schools, community orgs can apply
Canada Mortgage & Housing Corporation Seed Funding http://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhoce_001.cfm	National	Various	Grant & interest free loans for proposal and development for creating affordable housing

STRATEGIC PRIORITY 4:

Promote and foster enhanced newcomer attraction and retention within the Vernon area.

Source	Type	\$\$\$ Available	Uses/Criteria
Destination BC Community Tourism Opportunities Community Tourism Foundation http://www.destinationbc.ca/Programs/Regions-Communities-and-Sectors/Community-Tourism-Programs.aspx	Provincial		Cooperative funding for communities for eligible tourism activities Assist communities in developing multi-year tourism plan
IECBC Mentor Connect http://www.iecbc.ca/our-initiatives/mentorconnect	Provincial	n/a	Established professionals provide 4 month mentoring support to skilled immigrants to help them obtain Canadian context, access to professional networks, local context
Employer Recognition Awards Mitacs https://www.mitacs.ca/en/about-mitacs	Federal		Research internships for graduate students with industry; 2 year postdoctoral fellowships; Research internships for international undergraduate to study in Canada, or Canadian research internationally

	Deadline	Comments
Children's organizations	Call March 1; Deadline April 11 2016 Decision by August	2013: 111/1200 funded applications 2014: \$1.35 mn available 2015: \$1.2 mn awarded

ment studies Ongoing

	Deadline	Comments
	Ongoing	Assistance for communities Also guides, workshops & webinars

Participation by Vernon professionals/companies can help draw newcomers to the community

Mitacs, funded by B.C government, works with government, industry & research universities to support industrial & social innovation

APPENDIX 2

ACTIVITY: _____

PROBLEM/OPPORTUNITY STATEMENT

GOAL STATEMENT

INPUTS

OUTPUTS

OUTCOMES

