

# NORTH SHORE SETTLEMENT AND INTEGRATION STRATEGIC PLAN

2016 - 2019





## Message from NSIIP Membership / Co-Chairs

On behalf of the North Shore Immigrant Inclusion Partnership (NSIIP), we are pleased to present this Settlement Strategic Plan for the North Shore. This plan is the result of significant research and consultation involving the participation of hundreds of North Shore residents, service providers, immigrants, employers, and community leaders. Backed by solid data and research, this is a plan that was built from the input of the community and one that we are confident will be implemented.

We know that a changing community, with newcomers arriving from around the globe, both enriches and poses challenges for a community. And, we understand that a sense of belonging may not come about easily or quickly, but we also know that in working towards it, we are creating a richer and stronger community with increased diversity, a larger labour pool, and new perspectives and opportunities - this is the future that the North Shore Immigrant Inclusion Partnership is working towards. In the years ahead, our work will not only support newcomers, but includes work with the receiving communities of the North Shore to better understand barriers to inclusion so we that can collectively plan and address specific community and regional settlement and integration issues.

Many excellent resources, services and programs exist to facilitate immigrant and refugee settlement and integration; yet there is more work to do. This plan recognizes the uniqueness of the individual communities of the North Shore and has provided strategies and approaches to support stakeholders to address its various and changing needs with responsiveness and innovation.

The membership of the Partnership has devoted their time and expertise to the development of this plan and they are committed to the stewardship of its implementation. We look forward to playing a role in improving outcomes for our newest residents and ensuring that all residents have a sense of belonging.

On behalf of all NSIIP members,

**Jenny Benedict**, *NSIIP Co-Chair*

*Director Library Services  
West Vancouver Memorial Library*

**Elizabeth Jones**, *NSIIP Co-Chair*

*Executive Director  
North Shore Multicultural Society*

## North Shore Immigrant Inclusion Partnership Members

The North Shore Immigrant Inclusion Partnership includes members from all facets of North Shore communities: local government, settlement and community services, education, business, parks, recreation and culture, libraries, and volunteerism. The following twenty-one members, listed below in alphabetical order by agency, played lead roles in developing this Strategic Plan.

### **Capilano University**

Michelle Lebeau  
*Literacy Outreach Coordinator*

### **City of North Vancouver**

Paul Penner  
*Community Planner*

### **District of North Vancouver**

Cristina Rucci  
*Social Planner*

### **District of West Vancouver**

Riva Nelson  
*Recreation Services, Access Services Coordinator*

### **District of West Vancouver**

Arleta Beckett  
*Manager, Community Development, Youth, Families and Seniors*

### **Family Services of the North Shore**

Julia Staub-French  
*Executive Director*

### **North Shore Community Resources**

Murray Mollard  
*Executive Director*

### **North Shore Multicultural Society**

Elizabeth Jones  
*Executive Director*

### **North Shore Multicultural Society**

Meharoon Ghani  
*Manager, Community Connections*

### **North Shore Neighbourhood House**

Cheryl McBride  
*Manager, Recreation & Facilities*

### **North Vancouver Chamber of Commerce**

Louise Ranger  
*President*

### **North Vancouver City Library**

Jane Watkins  
*Chief Librarian*

### **North Vancouver City Library**

Cara Pryor  
*Head, Community, Program & Service Development*

### **North Vancouver District Public Library**

Jacqueline van Dyk  
*Director of Library Services*

### **North Vancouver Recreation and Culture Commission**

Vida Sandoughdar  
*Recreation Access Programmer*

### **North Vancouver Recreation and Culture Commission**

Janet Wallace  
*Community Recreation Coordinator*

### **Parkgate Community Health Centre / Vancouver Coastal Health**

Andrea Winterbottom  
*Congregate Meal Program Coordinator*

### **Silver Harbour Seniors' Activity Centre**

Annwen Loverin  
*Executive Director*

### **West Vancouver Chamber of Commerce**

Leagh Gabriel  
*Executive Director*

### **West Vancouver Memorial Library**

Jenny Benedict  
*Director of Library Services*

### **YWCA Employment Services**

Tim Blake  
*Associate Director, WorkBC North Shore Employment Services Centre*



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## What is the North Shore Immigrant Inclusion Partnership?

Local Immigration Partnerships (LIPs) have been funded across Canada by the federal government since 2008 to support communities to develop and implement plans to improve the settlement and integration outcomes of new immigrants and refugees. In 2014, the federal government funded the establishment of 18 LIPs in British Columbia. The North Shore Immigrant Inclusion Partnership is the LIP for the communities of the North Shore.

LIPs build on local services in order to optimize engagement, planning and coordination in the area of newcomer settlement and integration. LIPs do not deliver services directly to immigrants. Instead, they foster local engagement of organizations that offer services to newcomers, support community-level research and planning and improve coordination of services that help immigrants settle and integrate.

NSIIP was established by North Shore Multicultural Society (NSMS) in 2007. First with the United Way funding and later with funding from the province's Welcoming Communities programming, this partnership table put in place a governance structure and has worked collaboratively to support the successful delivery of numerous research, knowledge exchange, and community awareness and capacity building events and training. In 2014, NSMS, on behalf of NSIIP, signed a two year agreement with Citizenship and Immigration Canada to serve as the contract manager for the North Shore LIP. This two year contract charged NSIIP to conduct community research and consultation to develop a three year Settlement and Integration Strategic Plan for the North Shore.

In addition to NSIIP members, the work of this Local Immigration Partnership is supported by an Immigrant Advisory Council. The Council provides feedback on NSIIP and its work, shares and promotes promising practices and research, serves as a resource for community service providers and reaches out to ethno-specific communities to share committee information and encourage participation in its work.

The council is comprised of 12+ immigrants who live and/or work on the North Shore. Members are selected by the NSIIP membership for two-year terms and represent a range of countries of origin, length of time in Canada, occupational backgrounds, age and gender. They also have experience, knowledge, abilities, or skills related to immigrant integration and are non-partisan.

To coordinate the work of the table and to lead the following community research and consultation, NSIIP contracted PEERs Employment and Education Resources. The following research and consultation projects were conducted between April 2014 and December 2015. As work was completed, summaries of key themes and findings were provided to the membership of NSIIP and used in the identification of strategic priorities, goals and objectives for the plan.

### IMMIGRANT ADVISORY COUNCIL MEMBERSHIP

**Purita Cortez** (Philippines)  
*Chemical Engineer, Caregiver*

**Fang Deng** (China)  
*Sales*

**Farzaneh Ghiafehdavoodi** (Iran)  
*Professor Physiology*

**Nasser Ghorbandaiy** (Iran)  
*Civil Engineer*

**Libo Kong** (China)  
*Employment Consultant*

**Nicole Xiaoling Liu** (China)  
*Finance*

**Perviz Madon** (India)  
*Intake Counsellor*

**Ardeshir Mayan** (Iran)  
*Immigration Consultant*

**Barbara Moon** (Korea)  
*Researcher*

**Helen Murphy** (Ireland)  
*Disability Services*

**Maryam Nani** (Iran)  
*Business*

**Lindy Pfeil** (South Africa)  
*English Teacher, Yoga and Ballet instructor, Writer*

**Feresheh Tajer Ardebily** (Iran)  
*Computer Science / IT*

**Ruth Yang** (China)  
*Business Management*

## Research Studies and Consultations

The following research and consultation guided the identification of priorities, goals, objectives and actions held within the NSIIP Settlement and Integration Strategic Plan.

### Community Service Provider Consultation

In November of 2014, 80 service providers representing 35 North Shore agencies gathered to review and provide input to current immigrant integration barriers and issues and provide direction on what needs to be done to make the North Shore a better place for newcomers.

Attendees identified the following dimensions of a welcoming and inclusive community as areas of focus for the North Shore:

- Access to Employment / Employment Equity
- Mutual Trust
- Voice and Cultural Expression / Community Representation
- Intercultural Relationships
- Belonging and Choosing to Stay

### Employer Consultations

During February and March 2015, 115 of the region's major employers were consulted to understand the skill and labour shortages specific to the North Shore, potential employment/career entry points for new immigrants, and barriers to hiring internationally trained workers. The 115 respondents included representation from all three of the large communities of the North Shore, as well as a cross-section of "for profit", "not for profit" and government, sectors and varying sizes of business.

### Review of North Shore Immigrant Demographics

The NSIIP reviewed Census data to develop a two page summary of key immigrant demographic information. The North Shore – A Community of Newcomers is a snapshot that provides the demographic context for the work being undertaken by the NSIIP.

### Focus Groups and Community Conversations

In April 2015, seven focus groups with immigrants from across the North Shore were planned and facilitated. Nearly 100 individuals participated in the focus groups. All input was transcribed and later compiled and analyzed for key themes.

In addition to the Focus Groups, the NSIIP Project Team supported the planning and implementation of numerous

"North Shore Community Conversations". These "conversations" are based on the principles of the Harwood Institute and the intent of this style of conversation is to provide a safe space for people to share their aspirations for their communities. The conversations were led by community partners, many of whom are members of the NSIIP. Another 100 individuals participated in these conversations.

Between these two series of consultations nearly 200 immigrants were consulted. Youth, working aged adults and seniors were included. Participants also came from a range of occupational backgrounds, countries of origin and lengths of time in Canada.

### North Shore Immigrant Inclusion Survey

To obtain further input from the immigrant communities of the North Shore, the NSIIP conducted a survey. The survey was developed based on the input gathered through the focus groups and conversations. The survey was extensive and included 35 questions related to three main areas:

1. Belonging and Inclusion / Connection to Community
2. Settlement and Integration
3. Civic Engagement

420 immigrants completed the survey. Respondents well represented the communities of the North Shore as well as a range of ages, lengths of time in Canada and on the North Shore, countries of origin and home languages.

### Community Leader Consultations

Over the summer of 2015, the NSIIP organized and facilitated two forums with more than 40 leaders from across the North Shore. These community leaders were asked to identify priority issues, what's working and what needs improvement and how they might support the NSIIP and its work.

### Environmental Scan

In addition to the research and consultation described above, PEERs compiled an Environmental Scan of the North Shore.

*All reports and publications produced by NSIIP are available online at [www.nsiip.ca](http://www.nsiip.ca).*



# COMMUNITY PROFILE

## North Shore Immigrant Demographics and Trends

The face of immigration changes over time and from municipality to municipality.

The North Shore is, and has always been, a community of immigrants. In 2011 it was home to 59,855 immigrants, representing 34.5% of the total population. By community the proportions were 40.75% for West Vancouver, 37.2% for the City of North Vancouver and 29.9% for the District of North Vancouver. West Vancouver's 2011 proportion is only slightly lower than those of Toronto or Burnaby, cities that are regarded as among the world's most diverse.

According to the 2011 Census, the most recent figures available, recent immigrants (those arrived within the last five years) make up 17.4% of the total immigrant population. Approximately 62% of recent immigrants speak non-official languages at home, the top five of these being Farsi (19%), Korean (8%), Tagalog (7.2%), Mandarin (7.1%) and Chinese (5.2%). Farsi was the leading nonofficial language for both recent immigrant and total immigrant populations on the North Shore.

Population growth in North Shore communities is slowing. According to BC Stats, in 2015 the three North Shore communities had a population of approximately 182,000, indicating growth of less than 4,000 or 0.6% annually since 2011. In the City of North Vancouver the annual increase was more than 2%, while in each of West Vancouver and the District of North Vancouver there was no growth or a slight population decrease. Previously, during the 2006-2011 Census period, both had experienced growth.

Based on data for Metro Vancouver as a whole, about 2,000 immigrants are arriving in the North Shore communities per year. Without these immigrant arrivals, the North Shore might have experienced a net population loss of about 4,000 during the period, with decreases in the order of 1 to 2 percent annually for each of West Vancouver and the District of North Vancouver. This would have had serious implications for school enrollments, the labour market and many aspects of community life.

Recent immigrants to the North Shore are highly educated. According to the 2011 Census, 61.5% of recent immigrants between the ages of 25-64 years held a Bachelor's Degree or higher, compared to 50% of Canadian-born residents. Immigrants on the North Shore also showed a high level of civic engagement, with 75% having obtained Canadian citizenship.

**CLOSE TO TWO-THIRDS OF RECENT IMMIGRANTS ON THE NORTH SHORE WERE BETWEEN THE AGES OF 25-64 YEARS, WITH 44.1% AT CORE WORKING AGE.**

Immigration brings a much younger demographic to what is otherwise a rapidly aging Canadian society. Approximately 45% of immigrants on the North Shore were under the age of 25 years when they arrived in Canada. Close to two-thirds of recent immigrants on the North Shore were between the ages of 25-64 years, with 44.1% at core working age (25-44 years), compared to 23% for the total population. Only 11% of immigrants on the North Shore were over the age of 45 years when they arrived in Canada, though that number rose to 15% for recent immigrants, due in large part to the sponsorship of parents and grandparents.

Immigrants are an important part of the labour force. According to the 2011 National Household Survey, 33,855 immigrants and 5,340 recent immigrants are employed, representing 35.5% and 5.6% of the labour force respectively. At the same time, recent immigrants experienced lower employment rates and lagging incomes. According to the 2011 National Household Survey, 11.2% of recent immigrants on the North Shore were unemployed, compared to 6.2% of the total labour force, and roughly a third of recent immigrants fell into the low-income bracket, almost three times the rate of the population as a whole.

The immigrant populations of the three North Shore communities share many similarities but also feature some important differences. Like other jurisdictions, recent immigrants to West Vancouver are typically younger than the Canadian-born population; 75.8% are 44 or younger compared to 48.5% of Canadian born. These newest West Vancouver residents have a lower rate of employment than their Canadian born counterparts (43.3% vs 57.4%). However, the average income of longer term West Vancouver immigrants is higher than Canadian born: \$143,009 for Canadian-born, \$146,768 for immigrants and \$90,272 for recent immigrants. In the City of North Vancouver the age disparity is less pronounced, and about 75% of both groups are employed. There the average income was \$62,354 for Canadian-born, \$55,752 for immigrants and \$53,309 for recent immigrants. The District of North Vancouver falls between the other two on most measures.

Despite these distinctions, it is clear that immigration will continue to be a significant factor in shaping the communities of the North Shore. Recent years have seen a decline in immigrant arrivals to British Columbia; however, the current shifts in federal immigration policy, increased immigration targets and the national and local responses to the Syrian refugee crisis all point to a future where successful immigrant integration continues to be a key issue for the North Shore.

**IMMIGRANTS' SOURCE COUNTRIES**

Details such as immigrants' source countries vary considerably between the three municipalities, though it should also be noted that the three are more similar to each other in this regard than they are to most other Metro Vancouver municipalities. Top source countries of recent immigrants by municipality:

**City of North Vancouver**

- Philippines
- Iran
- United Kingdom
- South Korea
- United States

**District of North Vancouver**

- Iran
- South Korea
- United Kingdom
- Philippines
- China

**District of West Vancouver**

- China
- Iran
- South Korea
- United States
- United Kingdom

## North Shore Community Assets



Each of the three North Shore municipalities has recognized, in official terms, the crucial nature of immigration and the importance of creating a welcoming and inclusive community and the region has many assets to helping it do so. Its natural beauty, community safety, cultural diversity and standard of living are some of its most notable assets.

Our natural and built environments are globally recognized for their appeal. In short, the North Shore is one of the world's most desirable places to live, work and play.

The North Shore is a very safe living environment. According to the 2012 North Community Wellness Survey, 93% of residents strongly agree or agree that they feel safe. Findings from the North Shore Immigrant Inclusion Partnership's focus groups and survey indicated that a safe community is one of the key factors attracting immigrants.

The cultural diversity of North Shore communities appeals to newcomers. Having friends, family members and people from same ethnic community was one of the most commonly reported reasons leading new immigrants to choose the North Shore as their new home.

Immigrants feel a strong sense of belonging and support. In surveys conducted by the NSIIP, 68% reporting a very strong or somewhat strong sense of community belonging, and almost 100% agreed that they have someone to turn to for advice or assistance.

The North Shore is fortunate to have a centrally located immigrant services centre, operated by the North Shore Multicultural Society and MOSAIC. From this location, all newcomers to the North Shore can access government-funded settlement, English language training, employment services and

immigrant-focused family programs. Many other excellent services for newcomers are offered by North shore schools, libraries and community agencies and these partners are committed to working together to ensure that services are complimentary and support immigrant integration and inclusion.

Employment opportunities and living standards are, in many regards, a strength. The B.C. and Metro Vancouver economies are currently among Canada's strongest, and North Vancouver in particular ranks as one of the country's best job markets, with many positions going unfilled. Projections indicate significant growth in North Shore based employment over the next two decades. Immigrants living on the North Shore enjoy a higher standard of living, with lower levels of poverty, than in other parts of Metro Vancouver.



VISION, MISSION,  
PURPOSE &  
VALUES

## Vision

The North Shore is an inclusive community where everyone has a sense of belonging.

## Mission Statement

NSIIP works collaboratively to support North Shore residents and organizations to ensure all immigrants have opportunities to fully participate economically, socially, and civically.



## Purpose Statement

The North Shore Immigrant Inclusion Partnership will:

- systematize local engagement of service providers and other institutions in immigrant integration processes;
- support community level research and strategic planning;
- share and promote promising practices, research and information related to intercultural diversity and the development of welcoming and inclusive communities;
- increase awareness of and engagement in intercultural diversity issues across North Shore communities;
- promote cultural diversity in leadership positions;
- support collaboration and coordination of service provision;
- increase awareness of existing immigrant integration programs, services and information; and
- work to remove barriers to inclusion and ensure immigrants have opportunities to take equal and active roles in the social, economic and political life of the community.

## Guiding Values

### Compassion

NSIIP conducts its work and initiatives with compassion for the settlement and integration challenges faced by new immigrants and refugees and longer term residents.

### Respect

NSIIP members value the contributions of others and take the time to understand the perspectives of others.

### Collaboration

NSIIP members and the agencies they represent are committed to working together to achieve the goals established by the Committee.

### Commitment

NSIIP members are committed to the purpose and goals of the Committee and regular attendance and participation.

### Creativity

NSIIP members seek innovative and creative ways to achieve the goals of the Committee.

A photograph of two men in a meeting, overlaid with a blue tint. The man on the left is looking down at a document, while the man on the right, wearing glasses, is gesturing with his hand. A name tag on the table reads "Mehdi".

# STRATEGIC PRIORITIES, GOALS AND OBJECTIVES



NSIIP’s priorities, goals and objectives will ensure that the North Shore progresses towards its vision of a fully inclusive community where everyone has a sense of belonging.

NSIIP’s priorities, goals and objectives will ensure that the North Shore progresses towards its vision of a fully inclusive community where everyone has a sense of belonging. These priorities and goals have been established through extensive local research and community consultation, but more importantly, they have been formed to build upon the existing strengths and assets of the North Shore and create a community where immigrants have the opportunity to fully participate economically, socially and civically. Achievement of the objectives and actions outlined within the plan involve multiple stakeholders and organizations and will not only systematically improve the settlement circumstances and experiences of newcomers, but will support long term residents and community organizations to play an active role in shaping the ongoing development of the North Shore as a welcoming and inclusive region.

## Priorities

### 1 Access to Information and Services

**GOAL** Immigrants and community stakeholders all have access to current and relevant information and resources to facilitate settlement and integration.

- a. Increase the capacity of North Shore institutions and community service providers to address the needs of North Shore immigrants.
- b. Improve dissemination of information to immigrants, service providers and the community at large in print, in person and on-line.

### 2 Community Connection and Intercultural Relationships

**GOAL** North Shore residents are engaged in building cross cultural relationships and mutual trust.

- a. Increase public awareness of immigrant settlement and integration barriers and the benefits of immigration to the community.
- b. Promote volunteerism and support the expansion of opportunities for immigrants to volunteer in the community and in workplaces.
- c. Identify and promote events and activities that actively engage participation across cultures.

### 3 Employment

**GOAL** North Shore immigrants have access to employment that matches their skills, education and experience.

- a. Increase the understanding of the value of a culturally diverse workforce amongst North Shore employers and community stakeholders.
- b. Improve coordination of the delivery and promotion of immigrant employment services.
- c. Collaborate with local business associations and Chambers of Commerce to develop strategies and practices to attract and include more immigrant business owners and members.

### 4 Representation

**GOAL** Immigrants play a representative role in guiding the development of the communities of the North Shore.

- a. Increase the understanding and engagement of North Shore immigrants in civic activities.
- b. Support community leaders and North Shore councils, committees, boards and tables to actively work to align membership with current demographics.

## NSIIP's Foundation

In order to successfully realize the priorities, goals and objectives of this Settlement and Integration Strategic Plan, the North Shore Immigrant Inclusion Partnership must remain active and relevant in its aims, but also, it must have a strong membership, healthy relationships across the community, a stable operational approach and sufficient resources to conduct its activities. As an entity that is heavily dependent on strong partnerships with government and the support of numerous stakeholders, it has recognized that it must consistently foster and build upon its existing membership and relationships, and reach out to the community to identify and encourage further support. As NSIIP moves forward through the implementation of this plan, it commits to consistent outreach, exploration and identification of further opportunities and funding, and ongoing good governance of the Partnership.

### FOUNDATIONAL GOAL

NSIIP represents the full community of stakeholders impacted by immigrant integration, is well recognized within the communities of the North Shore and has the funding and staffing to support its work.

- a. Ensure the membership fully represents the full diversity of stakeholders affected by immigrant integration on the North Shore.
- b. Increase awareness of NSIIP and its work across the communities of the North Shore.
- c. Ensure that the NSIIP structure, governance and membership operate effectively and is fully resourced to meet the ongoing needs of the North Shore communities.
- d. Secure funding from Immigration, Refugees and Citizenship Canada and identify and apply for other sources of funding to ensure ongoing operation of the Partnership and support of its initiatives and activities.

# NSIIP'S STRATEGIC PRIORITIES

Our priorities, goals and objectives respond to the needs of immigrants on the North Shore and the evolving landscape of our communities.

**PRIORITY 1**

# Access to Information and Services

**GOAL**

Immigrants and community stakeholders all have access to current and relevant information and resources to facilitate settlement and integration.

**OBJECTIVES**

1. Increase the capacity of North Shore institutions and community service providers to address the needs of North Shore immigrants.
2. Improve dissemination of information to immigrants, service providers and the community at large in print, in person and online.

**SUPPORTING DATA AND INFORMATION**

**Importance of adequate programs and services**

In general, people who used settlement services are more likely to perceive a better-than-expected settlement experience.

61.8% of immigrant survey respondents used settlement programs or services to help with their new life in Canada.

Only 50% of community service providers believe that newcomers have access to adequate settlement and language services.

40% of employers are concerned that immigrant applicants will not have the language skills and soft skills (e.g. communication skills) to do the job. Employers suggested “providing more post-employment coaching and support for immigrants on soft skills.”

**Dissemination of information about services**

Only 36.4% of community service providers believe “newcomers have a good understanding of the community services available on the North Shore.”

Just over one third (36.1%) of immigrants surveyed did not know there were services to help.

62.7% of respondents learned about settlement services from friends or family versus 34.4% through internet searching, 34.4% through the CANN package received at airport, and 24.5% of through the WelcomeBC site.

Non-official language speaking immigrant participants are most likely to suggest having more information about key services in different languages and better interpretation services.

**Regional disparities in service access**

Immigrants in the District of North Vancouver and District of West Vancouver report facing greater difficulties in accessing employment services.

**PRIORITY 2**

# Community Connection and Intercultural Relationships

**GOAL**

North Shore residents are engaged in building cross cultural relationships and mutual trust.

**OBJECTIVES**

1. Increase public awareness of immigrant settlement and integration barriers and the benefits of immigration to the community.
2. Promote volunteerism and support the expansion of opportunities for immigrants to volunteer in the community and in workplaces.
3. Identify and promote events and activities that actively engage participation from across cultures.

**SUPPORTING DATA AND INFORMATION**

Only 25% of community service providers believe there is mutual trust between immigrants and long term residents, and that discrimination is not a problem on the North Shore. Only 34% believe “newcomers feel a strong sense of belonging to the North Shore.” Slightly fewer than half believe that newcomers are comfortable “attending community events.”

48% of immigrant respondents reported that connecting with people in the community is the most important factor making them feel welcomed and included. Meanwhile, 66% said it is important to have connections with others from their own cultural group, and 81% felt that way about meeting people from outside of their cultural group.

Despite a high level of interest in connecting with local community, only 44% of immigrant respondents have been a member of a North Shore organization. More than 70% of those who do not feel welcomed and included also report dissatisfaction with their contact with neighbours.

Sport, fun and recreation were identified as powerful connectors and respondents indicated there are not enough activities and recreation opportunities, especially for kids and youth.

Immigrants say they find it easier to connect with others at events or festivals, and with those who share hobbies and interests.

**“I FEEL I LIVE ON THE EDGE OF THE SOCIETY. I DON'T KNOW WHAT IS HAPPENING IN CANADIAN SOCIETY, EVEN THOUGH I HAVE A LOT OF CHINESE FRIENDS HERE.”**

*– comment from immigrant focus group participant*

**PRIORITY 3**

# Employment

**GOAL**

North Shore immigrants have access to employment that matches their skills, education and experience.

**OBJECTIVES**

1. Increase the understanding of the value of a culturally diverse workforce amongst North Shore employers and community stakeholders.
2. Improve coordination of the delivery and promotion of immigrant employment services.
3. Collaborate with local business associations and Chambers to develop strategies and practices to attract and include more immigrant business owners and members.

**SUPPORTING DATA AND INFORMATION**

According to the provincial government's Labour Force to 2041 study, the number of jobs on the North Shore will increase from 77,000 in 2006 to 110,000 in 2041. 41% of employers surveyed by NSIIP reported a shortage of skilled workers.

The 2011 National Household Survey reported that 11.2% of recent immigrants on the North Shore were unemployed, compared to 6.2% of the total labour force.

Only 22.1% of immigrants surveyed by NSIIP reported being employed in their occupational field. Working in positions below their level of education, skills and experience creates financial barriers for immigrants and contributes to feelings of isolation and other settlement stresses.

Only 2.3% of community service providers surveyed agreed that "newcomers are able to find employment opportunities that use their education, skills and abilities."

The majority of employers surveyed were receptive to hiring immigrants but were not aware of or actively using government-funded employment services or immigrant services to find them. Over two-thirds of employers surveyed reported hiring recent immigrants through the same process as other staff; e.g. via their networks. Half of the employers interviewed were interested in getting further assistance in recruiting and retaining immigrants.

7.8% of immigrant survey participants are self-employed, and the North Shore is regarded as a popular destination for immigrant entrepreneurs.

**PRIORITY 4**

## Representation

**GOAL**

Immigrants play a representative role in guiding the development of the communities of the North Shore.

**OBJECTIVES**

1. Increase the understanding and engagement of North Shore immigrants in civic activities.
2. Support community leaders and North Shore councils, committees, boards and tables to actively work to align membership with current demographics.

**SUPPORTING DATA  
AND INFORMATION**

Only 23% of community service providers surveyed believed that “newcomers see their ethnic or cultural groups represented in positions of influence on the North Shore.” Only 17% believed that “newcomers’ opinions about decisions affecting their community are respected by other people on the North Shore.”

Despite a high level of interest in connecting with local community, fewer than half of immigrant survey respondents have been a member of a North Shore organization. Official-language speaking respondents or those who have advanced English skills are most likely. Focus group and survey responses indicate that many are not aware of opportunities, or not sure how to explore them. For many, it can take time to build the confidence to take on these opportunities and to feel that their voice is valuable.

44% of immigrants have participated in an organization, rising to 75% of those with English as their home language. 53% have volunteered, rising to 70% of English speakers.



# NSIIP IMPLEMENTATION PLAN

Our actions will engage a broad spectrum of individuals and organizations in the work of building an inclusive community. NSIIP will establish working groups on each of the priorities presented in this plan. The working groups will leverage the talent and expertise of key players on the North Shore who are committed to seeing these actions implemented.

**PRIORITY 1****Access to Information and Services****GOAL**

Immigrants and community stakeholders all have access to current and relevant information and resources to facilitate settlement and integration.

**OBJECTIVE | 1**

Increase the capacity of North Shore institutions and community service providers to address the needs of North Shore immigrants.

**ACTIONS**

1. Broadly promote and disseminate all NSIIP communication materials, research reports and consultation summaries.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*
2. Identify, promote and disseminate information about training, events, promising practices and tools related to immigration, cultural diversity and inclusion across the community of stakeholders.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*
3. Conduct annual survey of settlement related services to identify emerging trends and service delivery opportunities and challenges (waitlists, service gaps, capacity vs. demand).  
*Annual, NSIIP Staff Lead*
4. Research, identify and share information about sources of funding and other supports to address service delivery gaps and challenges.  
*Ongoing, NSIIP Staff Lead*

**OBJECTIVE | 2**

Improve dissemination of information to immigrants, service providers and the community at large in print, in person and on-line.

**ACTIONS**

1. Compile and distribute an inventory of North Shore immigrant focused programs and services.  
*Time limited project, Community Lead*
2. Provide information and tools to community agencies to review and revise their service information and communications materials to align with best practices for English language learners.  
*Time limited project, Community Lead*
3. Research and share promising practices related to improving and increasing communication, outreach and engagement of immigrants.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*
4. Work with local media to increase publication of success stories and articles related to immigrant integration on the North Shore.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*

**PRIORITY 2**

# Community Connection and Intercultural Relationships

**GOAL**

North Shore residents are engaged in building cross cultural relationships and mutual trust.

**OBJECTIVE | 1**

Increase public awareness of immigrant settlement and integration barriers and the benefits of immigration to the community.

**ACTIONS**

- 1. With the release of Census data and / or School District Data, update and widely distribute North Shore immigrant demographic snapshot. *Time limited project, Community Lead*
- 2. Conduct a public awareness campaign to increase awareness of the contribution immigrants and refugees make socially and economically and dispel myths. *Time limited project, Community Lead*

**OBJECTIVE | 2**

Promote volunteerism and support the expansion of opportunities for immigrants to volunteer in the community and in workplaces.

**ACTIONS**

- 1. Engage community partners and volunteer organizations to create and distribute materials to raise awareness of the value volunteerism has for immigrants. *Time limited project, Community Lead*
- 2. Support organizations to review and adjust volunteer application processes and practices to facilitate inclusive of immigrants. *Time limited project, Community Lead*
- 3. Promote National Volunteer Week with a focus on increasing the participation of immigrants volunteering throughout the community. (April 10th – 16th, 2016 / April 23 – 29th, 2017 / April 15th – 21st, 2018) *Time limited project, Community Lead*

**OBJECTIVE | 3**

Identify and promote events and activities that actively engage participation from across cultures.

**ACTIONS**

- 1. As a part of the public awareness campaign highlight the importance of community connection and involvement. *Time limited project, Community Lead*
- 2. Identify means for NSIIP and the community to mark days such as International Day for the Elimination of Racial Discrimination (March 21st, 2016), Multiculturalism Day (June 27th, 2016) and World Refugee Day (June 20th, 2016) and Human Rights Day (December, 2016). *Ongoing, NSIIP Partner Lead w/ Staff Support*
- 3. Support the ongoing development, delivery and promotion of such immigrant focused community projects as Inclusive Inquiry, Neonology and Library Champions. *Ongoing, NSIIP Partner Lead w/ Staff Support*
- 4. Identify and catalogue the North Shore based ethno-cultural groups and organizations and promote their events and activities. *Annual, NSIIP Staff Lead*
- 5. Identify, catalogue and promote community and other small grants available to support community and neighbourhood level cross-cultural events and activities. *Annual, NSIIP Staff Lead*

## PRIORITY 3

## Employment

## GOAL

North Shore immigrants have access to employment that matches their skills, education and experience.

## OBJECTIVE | 1

Increase the understanding of the value of a culturally diverse workforce amongst North Shore employers and community stakeholders.

## ACTIONS

1. Conduct a local labour market review identifying labour market demands and distribute findings to immigrant employment service providers, immigrant job seekers and employers.  
*Time limited project, Community Lead*
2. Establish strategic partnerships with employer organizations (e.g. North Vancouver and West Vancouver Chambers of Commerce, BCHRMA, IEC-BC, BC Construction Association, etc.) to share information and resources and promote cultural diversity to North Shore employers and community service providers.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*

## OBJECTIVE | 2

Improve coordination of the delivery and promotion of immigrant employment services.

## ACTIONS

1. Develop a “one pager” of immigrant employment programs services on the North Shore; broadly distribute.  
*Time limited project, NSIIP Staff Lead*
2. Identify, support and promote opportunities for employers and immigrant job seekers to connect and network.  
*Ongoing, Community Lead*
3. Increase awareness of foreign credentialing services amongst service providers, employers and immigrant job seekers.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*

## OBJECTIVE | 3

Collaborate with local business associations and Chambers to develop strategies and practices to attract and include more immigrant business owners and members.

## ACTIONS

1. With Chambers of Commerce, build understanding of the specific needs of immigrant entrepreneurs and work with Chambers and Business Associations to:
  - promote their services and the value of membership to the immigrant community;
  - identify information or services specific to the needs of immigrant entrepreneurs; and
  - explore the feasibility of an Immigrant Entrepreneurs Mentoring / Leadership group.  
*Time limited project, Community Lead*

**PRIORITY 4**

# Representation

**GOAL**

Immigrants play a representative role in guiding the development of the communities of the North Shore.

**OBJECTIVE | 1**

Increase the understanding and engagement of North Shore immigrants in civic activities.

**ACTIONS**

1. Support the organization of a community wide open house; community agencies, institutions and city halls invite immigrants to visit / tour to learn about the resources, programs and services as well as the volunteer opportunities (including committees, councils, etc.) available.  
*Time limited project, Community Lead*
2. As a part of the public awareness campaign showcase the range of opportunities available to participate on committees, boards, community planning tables, PACs, etc., how to apply and become involved and the importance of involvement.  
*Time limited project, Community Lead*

**OBJECTIVE | 2**

Support community leaders and North Shore councils, committees, boards and tables to actively work to align membership with current demographics.

**ACTIONS**

1. Update community leaders and community stakeholders with immigrant demographics and trends as they emerge.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*
2. Organize a series of events (forums / workshops) on the importance of representing cultural diversity in leadership and the “how to” of recruiting and training.  
*Time limited project, Community Lead*
3. Identify, promote and disseminate recruitment and mentoring tools and resources so support outreach and inclusion of immigrants on committees, boards, community planning tables, etc.  
*Time limited project, Community Lead*
4. Explore practices, develop a draft model and examine the feasibility (including funding) of a North Shore leader’s immigrant mentoring or “buddy” project.  
*Time limited project, Community Lead*

FOUNDATION

# NSIIP Sustainability

GOAL

NSIIP represents the community of stakeholders, is well recognized within the communities of the North Shore and has the funding and staffing to support its work.

**OBJECTIVE | 1**

Ensure the membership fully represents the diversity of stakeholders affected by immigrant integration on the North Shore.

**ACTIONS**

1. Conduct an annual membership review and recruit new members to ensure that the Partnership represents the community and is able to support the implementation of this Plan.  
*Annual, NSIIP Staff Lead*
2. Expand the Associate Membership to increase awareness of NSIIP and to support implementation of the Plan.  
*Ongoing, NSIIP Staff Lead*
3. Support ongoing operation of the NSIIP Immigrant Advisory Council.  
*Ongoing, NSIIP Staff Lead*

**OBJECTIVE | 2**

Increase awareness of NSIIP and its work across the communities of the North Shore.

**ACTIONS**

1. Develop and implement a three year Communications Plan focused on promoting NSIIP and its work. Organize and facilitate annual NSIIP Forum to share progress of the working groups and engage new members.  
*Annual, NSIIP Staff Lead*
2. Communicate regularly with community stakeholders to keep them informed of progress on NSIIP initiatives.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*
3. Conduct community outreach and deliver presentations on NSIIP and its work to individual stakeholder groups and participating at identified community events and activities.  
*Ongoing, NSIIP Partner Lead w/ Staff Support*
4. Work closely with NSIIP and Immigrant Advisory members to promote and create further linkages through the web and social media.  
*Ongoing, NSIIP Staff Lead*

**OBJECTIVE | 3**

Ensure that the NSIIP structure, governance and membership operates effectively and is fully resourced to meet the ongoing needs of the North Shore communities.

**ACTIONS**

1. Review terms of reference annually  
*Annual, NSIIP Staff Lead*
2. Establish and coordinate Operational Working Groups to support operations of the NSIIP (Communications, Governance, etc.)  
*Ongoing, NSIIP Staff Lead*
3. Establish and coordinate Priority Issues Focused Working Groups (Information and Services Access, Community Connections, Employment, and Community Representation).  
*Ongoing, NSIIP Staff Lead*
4. Develop evaluation plan and tools to monitor and assess NSIIP operations and implementation of the strategic plan.  
*Time limited project, NSIIP Staff Lead*
5. Identify membership information needs and produce an annual development plan: training, guest speakers, workshops and events.  
*Annual, NSIIP Staff Lead*

**OBJECTIVE | 4**

Secure funding from IRCC and other sources to ensure ongoing operation of the Partnership and its activities.

**ACTIONS**

1. Provide progress and other updates as needed to meet all Immigration, Refugees and Citizenship Canada funding and reporting requirements.  
*Ongoing, NSIIP Staff Lead*
2. Research to identify sources of funding beyond Immigration, Refugees and Citizenship Canada funding, including provincial, local and non-government opportunities to support the work described within this plan.  
*Ongoing, NSIIP Staff Lead*

## Acknowledgements

On behalf of the North Shore Immigrant Inclusion Partnership and all of its members, we are very grateful for the funding and support provided by the Government of Canada.

The North Shore Communities have been fortunate to have the opportunity to conduct the research and community consultation that led to the formation of this strategic plan. As a result of this work, NSIIP and its community partners and stakeholders have gained a much deeper understanding of the current needs and barriers faced by new immigrants and refugees as well as an understanding of some of the issues the receiving community are experiencing. This understanding and the resulting Strategic Plan will assist the community and its stakeholders in making the communities of the North Shore more welcoming and inclusive for all residents.

This Plan would not have been possible without the full support of the membership of NSIIP and the steerage provided by the Partnership's Co-Chairs, Elizabeth Jones, Executive Director, North Shore Multicultural Society and Jenny Benedict, Director, Library Services, West Vancouver Memorial Library. The membership provided input and direction to all elements of the plan and supported the promotion and engagement of the community in all of the NSIIP forums, conversations, focus groups and surveys.

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1. The Bahai of North Vancouver
2. Canadian Iranian Foundation
3. Canadian Mental Health Association
4. Capilano Community Services Society
5. Capilano University
6. City of North Vancouver
7. District of North Vancouver
8. District of West Vancouver
9. Family Services of the North Shore
10. G.V Counselling and Education Society for Families
11. Immigrant Services Society of BC
12. John Braithwaite Community Centre
13. North Shore Black Bear Society
14. North Shore Community Resources
15. North Shore Crisis Services Society
16. North Shore Multicultural Society
17. North Shore Neighbourhood House
18. North Shore Recycling Program
19. North Shore Restorative Justice Society
20. North Vancouver Chamber of Commerce
21. North Vancouver City Library
22. North Vancouver District Public Library
23. North Vancouver Museum and Archives
24. North Vancouver Recreation and Culture Commission
25. North Vancouver School District #44
26. Pacific Post Partum Support Society
27. Parkgate Community Health Centre/ Vancouver Coastal Health
28. Parkgate Community Services Society
29. Silver Harbour Seniors' Activity Centre
30. Squamish Nation
31. Tsleil-Waututh Nation
32. Training Innovations
33. Vancouver Coastal Health
34. West Vancouver Chamber of Commerce
35. West Vancouver Community Centres Society
36. West Vancouver Community Foundation
37. West Vancouver District Council
38. West Vancouver Memorial Library
39. West Vancouver School District #45
40. West Vancouver Seniors' Activity Centre
41. YWCA
42. YWCA Employment Services



## Contact Information

If you are interested in the work of the North Shore Immigrant Inclusion Partnership, or would like further information on any of its initiatives, please visit our website at:

**[www.nsiip.ca](http://www.nsiip.ca)**

*or, follow us on Facebook and Twitter at:*



[www.facebook.com/nsiip](http://www.facebook.com/nsiip)



<https://twitter.com/NorthShoreIIP>

*or, give us a call at our head office:*

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