

South Okanagan | Similkameen

*Local Immigration*

**PARTNERSHIP**

Strategic Plan

---

Attracting, Integrating and Sustaining Newcomer Canadians

Prepared March, 2015

Funded by:



Citizenship and  
Immigration Canada

Citoyenneté et  
Immigration Canada



**SOUTH OKANAGAN  
IMMIGRANT AND  
COMMUNITY SERVICES**

---

South Okanagan | Similkameen  
***Local Immigration Partnership***

---

## A Message from the Chair



**Nora Hunt-Haft**

***South Okanagan Immigrant & Community Services***

It was exciting news in April, 2014, to be chosen as one of nineteen regions in BC to partner with Citizenship and Immigration Canada to develop a Local Immigration Partnership. In this first year my role was to build a leadership group that would form the Local Immigration Partnership Council and to create a regional strategic plan. I couldn't be happier with the response from the leaders in our communities. There is a deep commitment to the region's future, to building positive living conditions, and to welcoming all. I look forward to our working together to plan and achieve results that will benefit newcomers and the community as a whole.

## A Message from the Co-Chair



**Gail Scott**

***Managing Director, Destination Osoyoos***

During my years implementing regional development activities there have been times when I have questioned if the words and concepts related to "collaboration" and "partnership," have been nothing more than lip service. I can't tell you how enlightened I am when they work. Since April of 2014, one partnership that has worked has been the South Okanagan Similkameen Local Immigration Partnership Initiative. Regularly bringing more than 25 people together representing a broad cross section of industry sectors and special interests from more than seven communities within the region was no mean feat. This initiative will launch the first of many benefits of its collaboration – a well structured and doable regional strategic plan that will guide our collective approach to "inclusion" and "equity" for all as it relates to workforce and lifestyles within each of our communities.

# Introduction

Municipalities play a central role in delivering many services that impact the integration outcomes of newcomers. Communities across Canada are recognizing the importance of newcomers while making immigration a main component of their plans for the future.

The South Okanagan | Similkameen Local Immigration Partnership (LIP) was established in April, 2014. A LIP Council was formed with members drawn from all levels of government, immigrant serving agencies, public institutions, regional employment networks, employers, local associations and key community stakeholders.



The overall goal of the SOS LIP Council is to enhance collaboration, coordination and strategic planning at the community level that will foster more welcoming and inclusive communities while improving settlement and integration outcomes.

## Mission

The South Okanagan | Similkameen (SOS) LIP Council members share a commitment to the core values of diversity, equity, and respect. The SOS LIP Council recognizes the potential of all Canadians and encourages the integration of new immigrants through involvement in social, cultural, economic and political affairs. The Council facilitates synergistic relationships, collaboration and effective communication supporting immigrant attraction, settlement, integration and retention.

*Source of Information: SOS LIP Council Terms of Reference (2014)*

# Background

The South Okanagan | Similkameen Local Immigration Partnership encompasses the complete region including the municipalities of Summerland, Penticton, Oliver, Osoyoos, Keremeos, and Princeton.

The population of the region in 2011 was reported as 80,742. The projected growth for 2017 is 96,287. Historically, new immigrants have represented approximately 25% of the area's net growth.

The LIP Council compiled a Regional Snapshot to highlight data in preparation for this Strategic Plan. The snapshot included the valley's economic, social and environmental trends. Given the projected skills and business demands of the South Okanagan | Similkameen there is a recognized need to attract, integrate and sustain newcomer Canadians.

Studies show it can take up to 15 years for a newcomer Canadian to integrate into a community. There is an opportunity through focused strategic initiatives to ensure newcomer Canadians are integrated more quickly. These initiatives can help meet the shortage of skills in the labour market and help build and sustain the foundation of small businesses in BC. These initiatives should also ensure that newcomer Canadians are socially and culturally integrated such that they are further contributing to the community as civically-minded members.

*Source of Information: SOS Local Immigration Partnership Regional Snapshot (2014)*

*For the purpose of this document, the titles of newcomer Canadians, newcomers, immigrants, and new immigrants are interchangeable.*





**Successful integration is defined as “the ability to contribute, free of barriers, to every dimension of Canadian life – economic, social, cultural, and political.”**

**“Integration is a two-way process, which involves commitment on the part of Immigrants and Refugees to adapt to life in Canada and on the part of Canadians to welcome and adapt to new people and cultures”**

*- Citizenship and Immigration Canada*

## Approach



Several stages were coordinated for the development of this plan. Members of the Council attended four facilitated meetings, baseline research with local surveys was conducted, and a newcomer advisory group established.

With the understanding that we are all in the business of integrating newcomers and that integration is a two-way street, the SOS LIP Council adopted the implementation strategy of Collective Impact.

Collective Impact goes beyond the idea of collaboration, providing a more disciplined, high performing approach to achieving large-scale social impact. Collective Impact builds on existing collaborative efforts, honoring current efforts and engaging established organizations, rather than creating an entirely new solution.

Five key conditions that distinguish collective impact from other types of collaboration are: a common agenda, shared measurement systems, mutually reinforced activities, continuous communication, and the presence of a backbone organization.

The SOS LIP Council has embraced Collective Impact and has leveraged the concept throughout this strategic plan.

*Source of Information: Challenging Change: Making Collective Impact Work – Stanford Social Innovation Review (2012)*

*Workshop Facilitation & Collective Impact Leader: Debbie Cox of the James Laurence Group*

# Strategic Action Framework

With an established common agenda, the SOS LIP Council shifted to developing a strategic action framework.

The SOS LIP strategic framework will include five key components:

1. Research
2. Clear goal for desired change
3. Strategies to drive the change
4. Working principles (structure for action)
5. An approach to measurement and evaluation

With the support of their regional research and consultations, the SOS LIP Council agree with the following goal and corresponding strategies to drive change:

**Goal:** What is the change we hope for? (Our shared goal)



We hope to prepare a supportive environment that lays the groundwork for our communities to blend the aspirations of newcomers with the aspirations of our region.



## Conditions/Tactics

This section describes the conditions we want to change, the challenges that will be addressed by changing these conditions and the tactics or actions that will help achieve the change. This is often referred to as ‘moving the needle’.



### **Condition 1: Attract and sustain newcomers that meet the workforce and business opportunities in our region**

#### *Challenges this addresses:*

- ▶ There is an expected shortage of skilled workers in the region
- ▶ 35% of small business owners plan to retire in the next five years
- ▶ 60 percent of immigrants work in a professional field that is a lower skilled job from their former experience and education levels
- ▶ 20 percent of the region’s new immigrants are looking for work

#### *Tactics:*

1. Gather regional information about current and future employment and business needs and newcomer skills (through roundtables with key industries, literature review, surveys)
2. Develop an easy to maintain regional central repository for gathering and accessing information about immigrant skills and employer/business needs
3. Connect new immigrants to local training and networking opportunities to help fill current and future skills gaps

## Condition 2: Ensure programs and networks are in place to support newcomers

### *Challenges this addresses:*

- ▶ It can take up to 15 years for a newcomer to fully integrate into the community
- ▶ Since agencies supporting new immigrants may not be aware of the full range of services available in the region, new immigrants may not receive timely and efficient referrals to the appropriate agency or resource
- ▶ Nearly 90% of newcomers know nothing or very little about the BC health care system



### *Tactics:*

1. Support integrated, multicultural human resource policies and practices (through lunch and learn programs, sharing leading practices, on-line forums and blogs, Express Entry orientation, cultural awareness sessions)
2. Make it easier for local agencies to refer new Canadians to the appropriate agency or resource
3. Expand the South Okanagan Similkameen Volunteer Centre's Passport program to include a focus on newcomer Canadians (skills for jobs/skills for life through volunteering) (Quick Win)

## Condition 3: Increase awareness of what newcomers contribute to the region and what the region can contribute to newcomers

### *Challenges this addresses:*

- ▶ Local and regional social and economic conditions may deter new immigrants from coming/staying (employment, wages, affordable housing, public transportation)
- ▶ Potential immigrants may not be aware of the attributes of the region including a peaceful lifestyle and a focus on sustainable development
- ▶ The need to develop a welcoming community that understands and embraces the role newcomers play in building a vibrant and resilient region

### *Tactics:*

1. Develop and launch a marketing campaign
2. Continue to develop and expand multicultural events
3. Raise the profile of the goals of the LIP Council, its objectives and programs (media releases and other activities) (Quick Win)





# SOS LIP PARTNERSHIP COUNCIL

Organize for Impact, *January 7, 2015*



# COUNCIL STRUCTURE FOR ACTION

## LIP COUNCIL MEMBERS

- ▶ Communicate relevant findings, opportunities, events, organizations, funding, potential partners, etc. to LIP Coordinator
- ▶ Attend 2 reporting meetings and 1 planning session per year
  - ▶ Review and confirm Conditions of Change
  - ▶ Update terms of reference, strategic plan and organizational structure
- ▶ *Promote community engagement*

## STEERING COMMITTEE

- ▶ Elect a Chair & Co-Chair
- ▶ Support, advise and coordinate with backbone organization
- ▶ Drive the governance, vision and strategy
- ▶ Chair the LIP Council meetings
- ▶ *Promote community engagement*

## LIP COORDINATOR

- ▶ Represent the backbone organization
- ▶ Collect and interpret council communications for distribution to working groups
- ▶ Record minutes from all meetings
- ▶ Report to Citizenship Immigration Canada
- ▶ *Promote community engagement*

## CONDITIONS OF CHANGE

1

Attract and sustain newcomers that meet the workforce and business opportunities in our region

2

Ensure programs and networks are in place to support newcomers

3

Increase awareness of what newcomers contribute to the region and what the region can contribute to newcomers

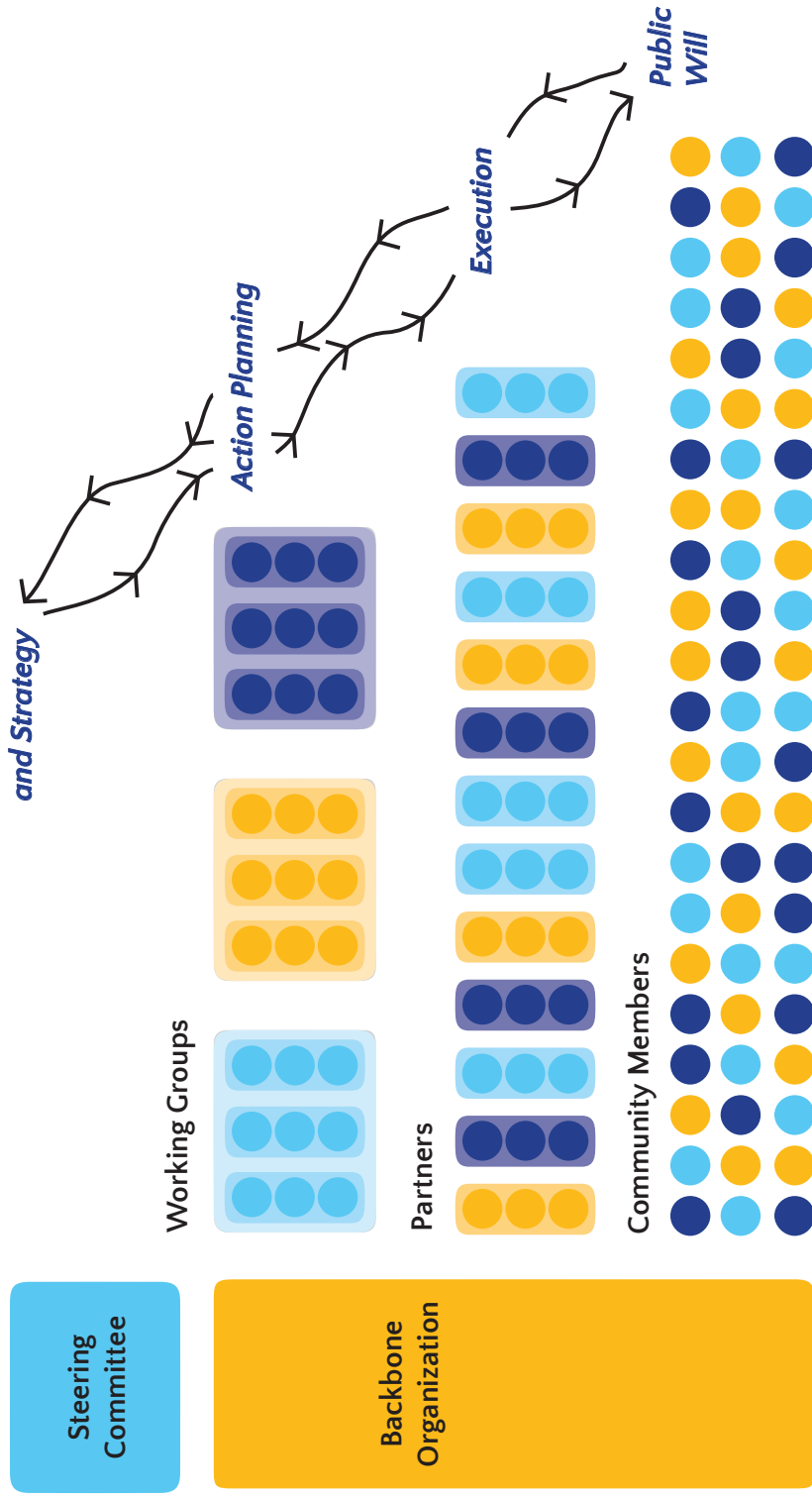
## WORKING GROUPS

- ▶ Develop indicators that will identify progress (including a baseline)
- ▶ Identify partners in addition to the LIP Council
- ▶ Identify opportunities, including funding opportunities
- ▶ Report progress to LIP Council (what's working, what's not)
- ▶ *Promote community engagement*

# Cascading Levels of Collaboration

## COMMON AGENDA

(Shared measures)



Kania, John & Kramer, Mark. "Embracing Emergence: How Collective Impact Addresses Complexity" *Stanford Social Innovation Review*, 21 Jan 2013. 21 March 2015.

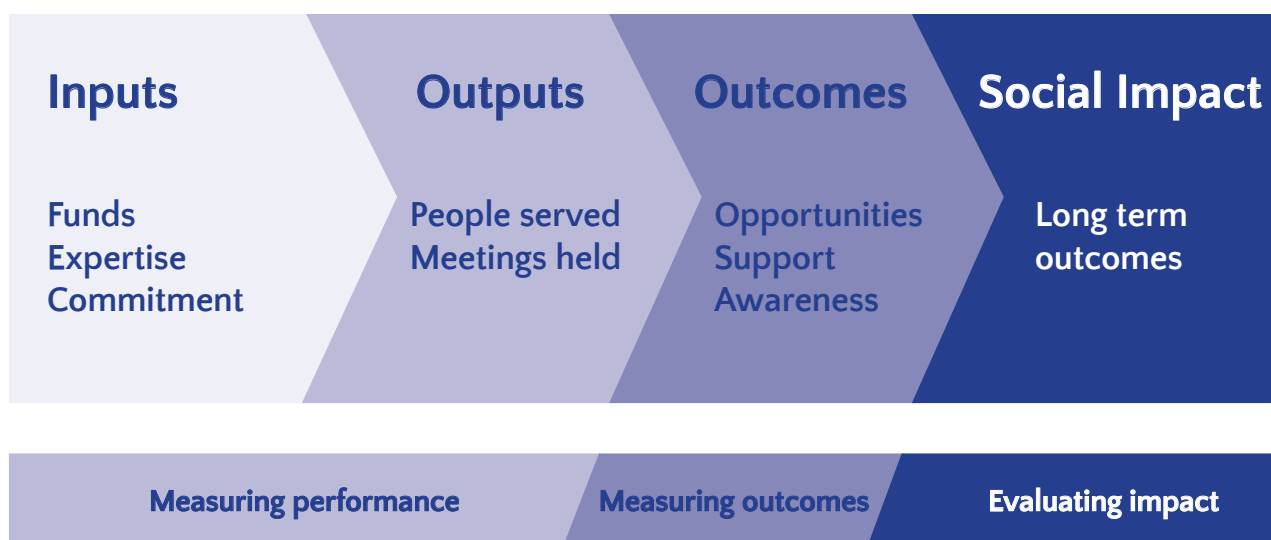
# Measurement and Evaluation

Shared measurement is about the use of a common set of measures to track progress, monitor performance, and learn what's working and not working.

Measurement is essential to Collective Impact, but should not be complicated. The three areas of focus for this plan will be:

1. Measuring Performance (What we've done)
2. Measuring Outcomes (Near term results)
3. Evaluating Impact (Results against shared goal)

## Measuring Performance and Evaluating Impact



JAMES LAURENCE GROUP INC.



SOUTH OKANAGAN  
IMMIGRANT AND  
COMMUNITY SERVICES

## Summary

This initial plan is the first stage in what will contribute to on-going action and impact. It is a live document that will be reviewed annually. Early wins have already indicated the potential and progress of this collective council.

## **Local Immigration PARTNERSHIP**

**Council Membership 2014 / 2015**

### **Co-Chairs**

Nora Hunt-Haft, SOICS  
Chair

Gail Scott, Destination Osoyoos  
Co-Chair

### **Council Members**

Mayor Andrew Jakubeit, Penticton  
Mayor Peter Waterman, Summerland  
Mayor Ron Hovanes, Oliver  
Mayor Sue McKortoff, Osoyoos  
Mark Pendergraft, Chair, Regional District  
Mayor Frank Armitage, Princeton  
Councillor Arlene Arlow, Keremeos  
Councillor Timmothy Lezard, Penticton Indian Band

Donna Lomas, Reg Dean, Okanagan College  
Wendy Hyer, Superintendent, SD No. 67  
Bev Young, Superintendent, SD No. 53

Debbie Scarborough, Ex Dir, SOWINS  
Wendy Weisner, Dir, SOS Volunteer Centre  
Tanya Behardien, Exec Dir, PDCRS  
Michelle Turner, Dir, Penticton & Area Access Society  
Lorraine Renyard, Coordinator, SOVAS  
Aaron McRann, Ex Dir, Community Foundation

Jim Charles, Sales Mgr, Berry & Smith  
Jaqui Lloyd, Health & Safety, Moduline  
Joanne Gillett, Mgr, The Hamlets at Penticton  
Cheryl Creeze, Asst VP, Valley First  
Paul Stawarz, Mgr, Tim Hortons  
Denis Labelle, Plant Mgr, Britco

Mary-Ellen Heidt, Mgr, Community Futures  
John Devitt, GM, Penticton Chamber of Commerce  
Petra Veintimilla, SO Chamber of Commerce  
Frank Conci, Pres, Penticton Industrial Association  
Christine Petkau, Mgr, Summerland Chamber  
Kerri Milton, Ex Dir, Downtown Penticton Association

Richard Toperczer, Ec Dev, Ministry Jobs, Tourism, & Skills  
Colleen Pennington, Ec Dev, Penticton  
John Powell, Ec Dev, Regional District

Melanie Guza, Coordinator, Open Door Group  
Robert Bryce, YMCA Okanagan Work BC  
Wayne Hakanson, Reg Operations, Service BC

John Johnston, VP People, Interior Health  
Lisa Danby, CIHS Mgr, Interior Health

Chuck Loewen, GM Rec Services, Penticton  
Heather Buzzell, Chief Librarian, Penticton  
Sergeant Rick Dellebuur, RCMP

Jean Makosz, Bd Chair, SOICS  
Helen Greaves, Bd Exec, SOICS  
Tahira Saeed, Program Mgr, SOICS  
Gurtej Kang, Settlement, SOICS  
Corrine Janow, Community Cord, SOICS  
Eileen Oliver-Bauer, Dir, LSCSS

### **Ex-Officio Members**

Dan Albas, MP Okanagan-Coquihalla  
Dan Ashton, MLA for Penticton

Linda Larson, MP Boundary-Similkameen

### **Past Members 2014**

Garry Litke  
Janice Perrino  
Manfred Bauer

Campbell Watt  
Bonnie Dancey

***Special thanks to all the LIP Council Members who contributed to our 2015 Strategic Plan***



