

A COMMUNITY RESPONSE:

Richmond Immigrant Settlement Strategy and Implementation Plan 2016-2019

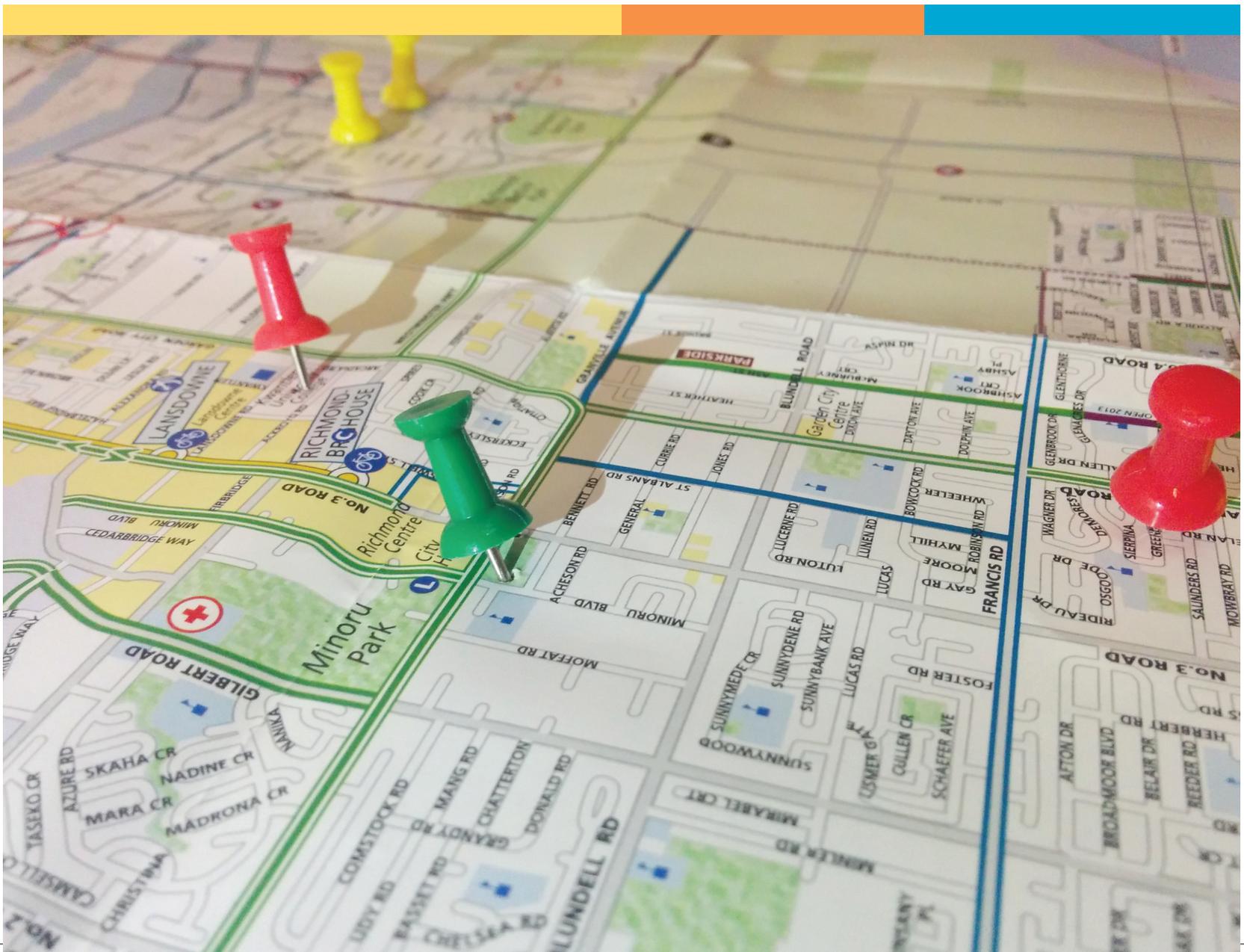






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Message from the Chair

"It is hardly possible to overstate the value in the present state of human improvement of placing human beings in contact with other persons dissimilar to themselves, and with modes of thought and action unlike those with which they are familiar." — John Stuart Mill

ON BEHALF OF THE RICHMOND COMMUNITY

COLLABORATION TABLE, let me welcome you to the Richmond Immigrant Settlement Strategy and Implementation Plan. This plan is the result of significant research and consultation involving the participation of hundreds of Richmond residents, newcomers, service providers, employers, and community leaders. Equally important, it is the result of their heartfelt dedication and commitment to ensuring Richmond remains an inclusive community that supports immigrant settlement, integration, and belonging.



We live in an age of globalization, in which opportunities abound to seek new connections far beyond our immediate circles of friends, family, and personal and professional interests. Ideally, modern relationships exist across racial, ethnic, linguistic and geographical differences in ways that promote unity rather than isolation.

People from all over the world choose to make Richmond their home, and seeing why is easy. Our city has it all: recreation and culture amenities, education and employment opportunities, protected agricultural land, rapid transit from the downtown core, and, most of all, a diverse population whose varying perspectives, backgrounds, and knowledge serve to enrich the experience of living here.

But we are not so naïve as to believe barriers to inclusion do not exist. So while Richmond celebrates diversity and welcomes newcomers, there is still work that we must do, and the Richmond Immigrant Settlement Strategy and Implementation Plan

is the framework that we believe will protect and build upon the positive experience of being a Richmondite for all.

Finally, I wish to express my thanks to the members of the Community Collaboration Table and the staff of Richmond Multicultural Community Services, whose time and expertise are imprinted on every page before you.

Sincerely,

Corry Anderson-Fennell, CCT Chair
Manager, Media and Communications
Kwantlen Polytechnic University





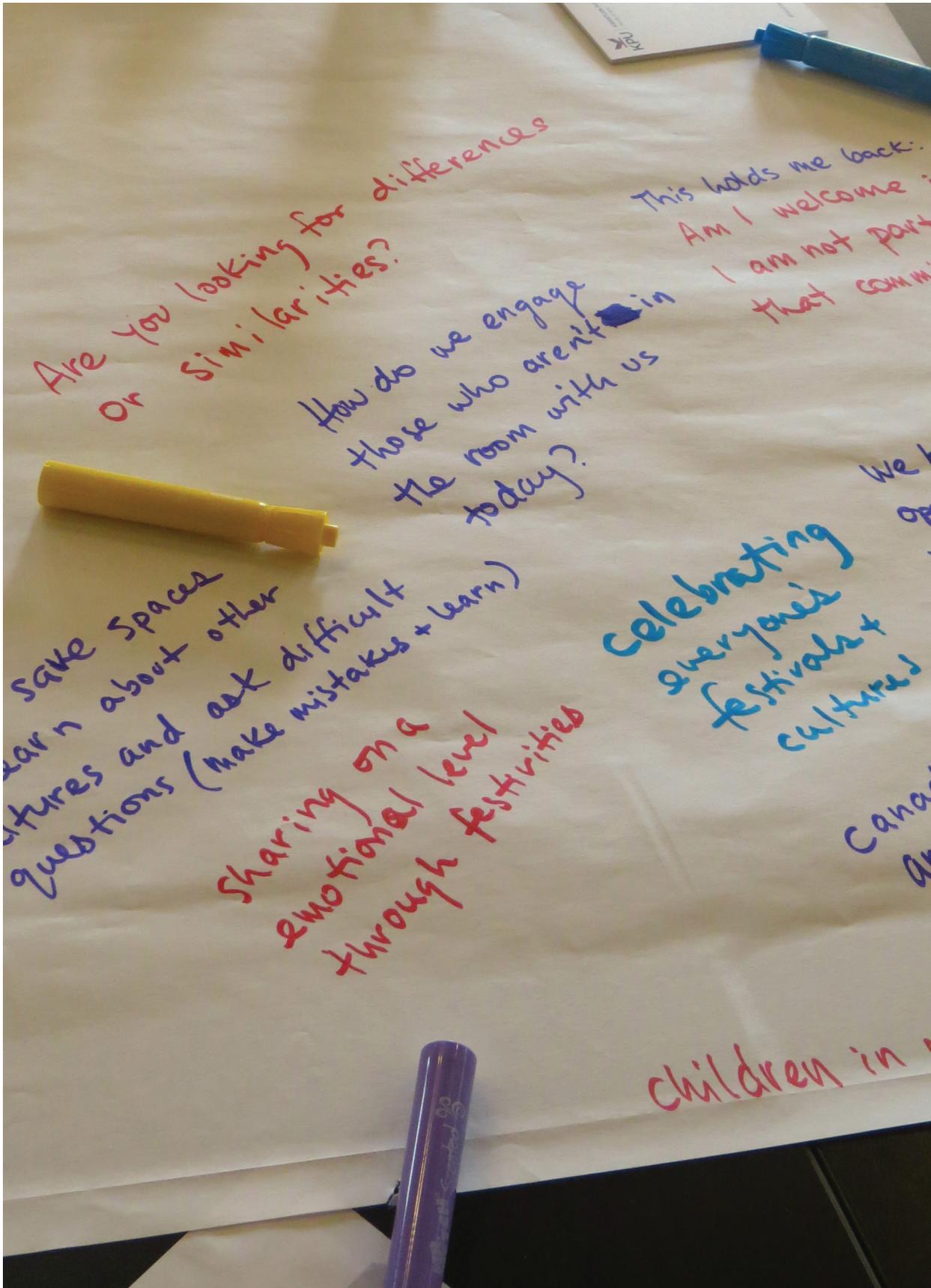
An Introduction to Richmond's Immigrant Settlement Strategy

RICHMOND'S COMMUNITY COLLABORATION TABLE (CCT) is part of a nationwide initiative of Immigration, Refugees and Citizenship Canada (formally known as Citizenship and Immigration Canada), to complement and build on the capacity of existing immigrant settlement programs through community collaboration known as Local Immigration Partnerships (LIPs).

With the majority of Richmond residents not born in Canada — almost 58% — it is vital to understand the major factors in building a city where newcomers decide to settle and stay and supporting them in that process. Richmond's CCT was formed recognizing that in order to create welcoming and inclusive spaces and ensure successful settlement, both newcomers and the community have a shared responsibility.

The CCT engages community partners to participate in long-term planning to create inclusive environments, both for the community of Richmond and for individual businesses, service organizations and institutions. The CCT believes in the capacity and ability of the community to influence and implement change through how both policy and programming are crafted and developed to support newcomers.

This strategy outlines four main priority areas: Employment, Settlement Services, Community Experience, and Daily Living. These main priority areas emerged out of a robust research process to understand newcomer needs as to craft a meaningful community response. ◆





1. Richmond Community Collaboration Profile:

Community Collaboration Goals

UNDER THE OVERARCHING GOALS OF LOCAL IMMIGRATION PARTNERSHIP tables nationwide, the CCT seeks to:

- Connect social service agencies, the business community, local government, educators, and faith groups in assessing the collective needs of our community;
- Create collaborative strategies that align with broader goals of immigrant settlement and address community needs;
- Share resources and expertise to enhance community engagement.

Expected CCT Outcomes from Immigration, Refugees and Citizenship Canada (IRCC)

Short-Term

- Enhanced engagement of a diversity of members in settlement and integration of newcomers;
- Broad-based partnerships developed for planning and setting community priorities;
- Community and newcomer needs assessed in a coordinated manner, and enhanced awareness of needs among a wider array of local actors;
- Increased capacity to support the integration of newcomers and to foster welcoming communities, including welcoming and receptive labour markets at the community level.

Long-Term

- Enhanced responsiveness of non-settlement services to the needs of newcomers and communities;
- Improved coordination of services at the community level and thereby enhanced accessibility and uptake;
- Sustaining partnerships at the community level;
- Improved outcomes for newcomers.

CCT Vision, Mandate, And Guiding Principles and Values

CCT Vision: Richmond is an inclusive city that supports immigrant settlement, integration, and belonging.

CCT Mandate: The CCT seeks to make Richmond an inclusive city where the needs of all are understood, valued and met through coordinated settlement services, welcoming spaces, and intercultural harmony.

CCT Guiding Principles and Values: The CCT's Terms of Reference outline key guiding principles and values that guide its actions. They include:

- Embracing Diversity
- Promotion of Intercultural Harmony
- Community-Asset Building
- Shared Responsibilities
- Equity

CCT Structure

THE RICHMOND COMMUNITY COLLABORATION TABLE (CCT) has been funded by Immigration, Refugees and Citizenship Canada since 2014. All the deliverables for the CCT are managed by the acting Secretariat, Richmond Multicultural Community Services (RMCS). The initial CCT membership and recruitment was based on relationships built by RMCS in the community through the Welcoming and Inclusive Communities Project. Over the course of the past two years, the CCT has continually outreached to build awareness and support for the CCT and its work. As acting Secretariat, RMCS provides a project Coordinator and an Assistant to oversee all aspects of the Richmond CCT.

The CCT members meet quarterly, and meetings are chaired by Corry Anderson-Fennell. All meetings have been attended by the quorum outlined in the Terms of Reference.

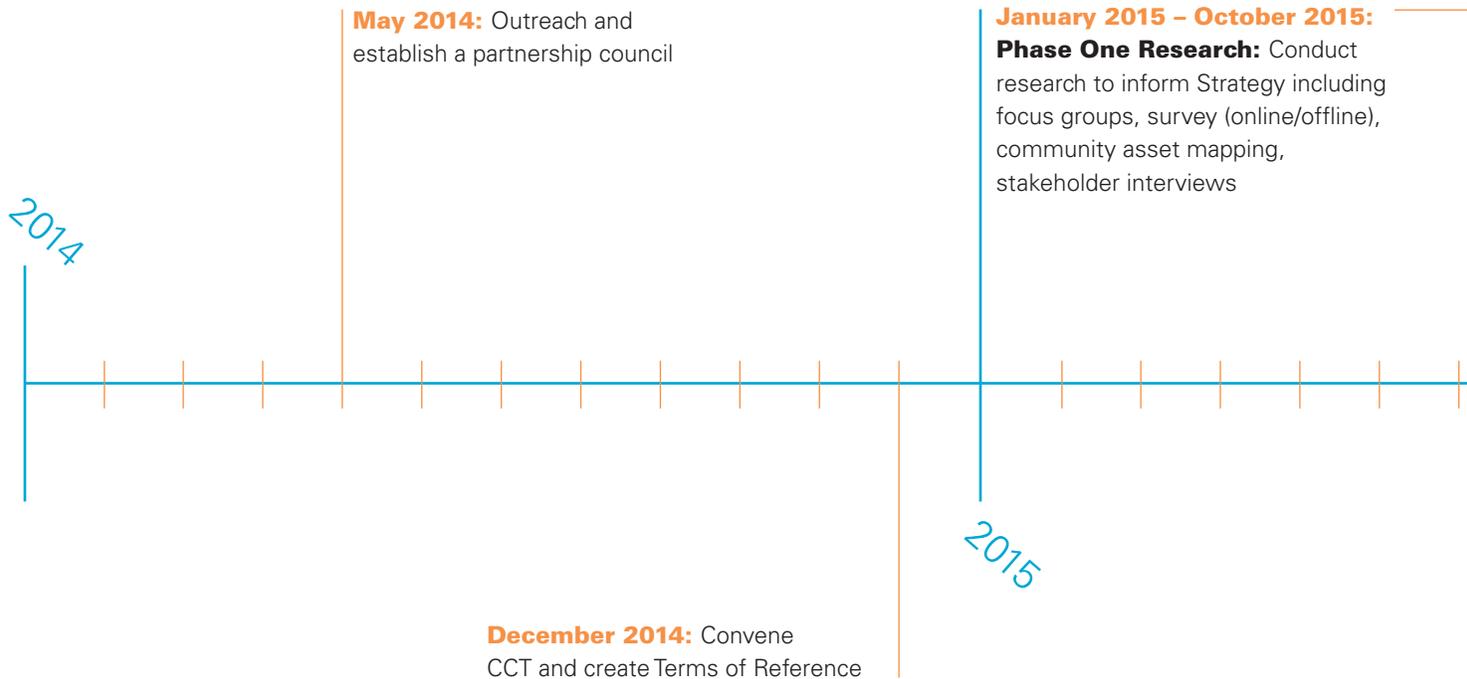
The CCT is also divided into four subcommittees based on CCT priority areas: Employment, Community Experience, Settlement Services, and Daily Living. Moving forward, subcommittees will meet before quarterly CCT meetings and during the meetings to discuss and identify specifics needed to create and execute projects.

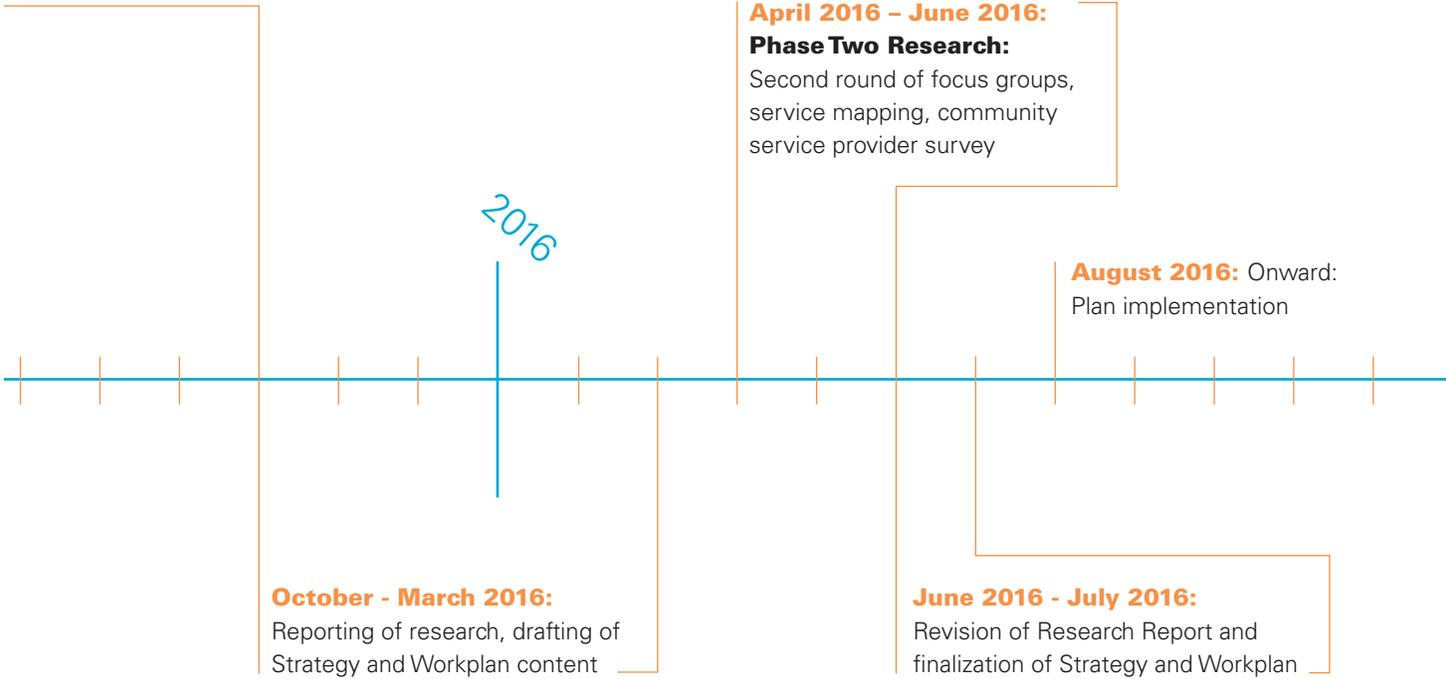
CCT Membership & Administration

RICHMOND MULTICULTURAL COMMUNITY SERVICES is the host agency, with three staff dedicated to leading CCT activities and the planning process. Over the course of the planning process, there have been changes to the CCT Membership, and we would like to thank those who have been part of developing our planning activities, research, and engagement. At the time of completion, the following organizations make up the CCT:

Sector	# of Reps	Member Organization
Community/Civil Society Organizations	7	<ol style="list-style-type: none"> 1. Family Services of Greater Vancouver 2. Touchstone Family Association 3. Richmond Family Place 4. Richmond Cares, Richmond Gives 5. Richmond Food Bank 6. Richmond Poverty Response Committee 7. Richmond Youth Service Agency
Education	4	<ol style="list-style-type: none"> 1. Kwantlen Polytechnic University – Circle 2. Kwantlen Polytechnic University – External Affairs 3. School District 38 – SWISS 4. School District 38 – District Curriculum Coordinator
Employment Skills & Training	1	<ol style="list-style-type: none"> 1. Avia Employment Services
Faith Community	2	<ol style="list-style-type: none"> 1. Kwantlen Polytechnic University – Multi Faith Centre 2. Evangelical Free Church of Canada
Health Sector	1	<ol style="list-style-type: none"> 1. Vancouver Coastal Health
Housing	1	<ol style="list-style-type: none"> 1. City of Richmond – Housing Planner
Municipality	1	<ol style="list-style-type: none"> 1. City of Richmond Community Services – Cultural Diversity Coordinator
Newcomers	1	<ol style="list-style-type: none"> 1. Newcomer Representative
Public Services	2	<ol style="list-style-type: none"> 1. Richmond Public Library 2. Richmond Fire-Rescue
Labour and Employers	5	<ol style="list-style-type: none"> 1. Hayden Diamond Bit Industries Ltd. 2. Unite Here Local 40 3. Unite Here Local 40 4. VanCity – Branch Manager 5. VanCity – Community Branch Manager
Settlement & Language Service Providers	5	<ol style="list-style-type: none"> 1. Community Airport Newcomers Network 2. ISS of BC – LINC Program 3. Kwantlen Polytechnic University – ESL Department 4. S.U.C.C.E.S.S. 5. RMCS
Total	30	

CCT Timeline – Our Workplan from April 2014 - April 2016







2. A Profile of Diversity and Immigration in Richmond

Ethnic Ancestry & Visible Minority Status:

About 70% of Richmond's population identify as a Visible Minority. Of those who identified as a Visible Minority, the top three include Chinese (67%), South Asian (11%), Filipino (9.5%).

Ethnic Ancestry	%
East and Southeast Asian	59.3%
European	30.7%
Other North American	8.5%
South Asian	7.9%
West Asian + Middle Eastern	1.8%
Aboriginal	1.4%
Latin, Central, and South America	1.2%
African	1.0%
Oceania	0.6%
Caribbean	0.4%

Note: a person may have reported more than one ethnic origin.

Visible Minority Status	#	%
Total Population	189,305	100%
Aboriginal Population	1,935	1.0%
Visible Minority Population	133,320	68.0%

Citizenship & Immigrant Status:

Close to 84% of Richmond residents are Canadian Citizens, 16% of which are under 18. About 60% of Richmond residents are immigrants

Citizenship Status	%
Canadian Citizens	83.9%
<i>Under 18</i>	15.9%
<i>18+</i>	68.0%
Non-Canadian	16.1%
Total	100%

Immigrant Place of Birth	%
Asia and the Middle East	84.2%
China	31.9%
Hong Kong	20.5%
Philippines	10.7%
Taiwan	7.4%
India	4.7%
Europe	9.2%
Americas	3.7%
Africa	2.3%
Oceania and Other	1.1%
Total	100%

Immigrant Profile:

The majority of Richmond's immigrants (84%) come from Asia. As of 2011, the top immigrant source countries are China, Hong Kong, Philippines, Taiwan, and India. About 70% of Richmond's immigration by 2011 occurred between 1991-2011. Recent immigrants, arriving between 2006-2011 account for 16.5% of all immigrants and about 10% of Richmond's total population.

Recent Immigrants	
Number of Recent Immigrants in Richmond	18,685
% of All Immigrants	16.6%
% of Total Population	9.9%

Period of Immigration	%
Before 1971	7.4%
1971-1980	9.6%
1981-1990	13.6%
1991-2000	37.2%
2001-2011	32.2%
2001-2005	15.6%
2006-2011	16.5%
Total	100%

Note: This reflects period of arrival as a percentage of all immigrant population only, not as a percentage of total Richmond Population.

Immigrant Status	%
Immigrants	59.6%
Non-Immigrants	38.3%
Non-Permanent Residents	2.1%
Total	100%

Languages:

The top languages spoken at home are, English (54%), Cantonese (15%), Mandarin (10%), Chinese (Unspecified) (10.1%). 84% of Richmond's Population have knowledge of English, however about 10% of Richmond's population express they do not have knowledge of either English or French.

Language Spoken Most Often at Home	%
English	53.7%
Cantonese	15.2%
Mandarin	10.3%
Chinese (Unspecified)	10.1%
Other	4.7%
Panjabi (Punjabi)	2.1%
Tagalog (Pilipino, Filipino)	1.9%
Russian	0.9%
Japanese	0.7%
Spanish	0.6%

Note: a person may have reported more than one language spoken.

Knowledge of Official Languages	%
English	84.3%
French	0.04%
English and French	5.2%
Neither English nor French	10.4%
Total	100%

* Stats collected From 2011 Stats Canada Census + National Household Survey Data rounded to the nearest percentage.

3. Hearing from the Community: Learning about Newcomer Needs and Community Assets

IN THE WINTER AND SPRING OF 2015 AND 2016, the CCT undertook a comprehensive engagement process to understand and capture the experiences of Richmond newcomers.

Research activities included:

- Focus groups with newcomers and immigrants;
- A community survey that targeted newcomers accessing settlement services and all who work, study or live in Richmond;
- Stakeholder interviews with CCT members in order to identify experiences unique to the community;
- Asset mapping to identify the places and spaces that were important to daily life, or what can be known as community assets;
- Service mapping of Richmond services and programs for newcomers and survey of community service employees.



As research was conducted and analyzed, strong themes around three priority areas emerged: employment, community experience, and settlement services.

In employment, newcomers expressed a desire for streamlined job search processes as securing employment was considered central to feeling settled in Richmond. Finding employment that aligns with education, skills and experience, remains essential to the priorities of newcomers upon arrival and throughout their settlement process. Community stakeholders and newcomers alike expressed a strong desire to bridge the gap between employers and job seekers. This includes increased access to accurate and up-to-date labour market information, informal and formal networking opportunities, and job search skills to gain and build experience in the Canadian job market.

The research also explored the need for a greater coordination of settlement service delivery both between settlement service providers as well as between service providers and newcomers and immigrants. As clients of settlement services, newcomers expressed frustration with encountering outdated information that was often not centralized and difficult to navigate both online and in print. Included in settlement experience were English Language Learning services. Our research found that that newcomers and immigrants often faced long wait-times to access a class, but also welcomed informal ways to practise and learn English in a community setting.

Overall, newcomers and immigrants felt safe and welcomed in Richmond. However, lack of a social network outside family was difficult for immigrants who wanted to develop friendships. While many connections were made during English classes or settlement programming, some expressed a desire to establish friendships with non-immigrants outside the classroom and in the community. The desire to share cultural experiences of their own and learning from others resonated strongly.

The research also provided insight into how the community might respond to these priority areas, as well as identified emerging issues around “Daily Living” that also affect the settlement experience, which is highlighted as a fourth priority area.

Moving forward, this strategy is a collective response to the need and desire for more support, resources, and community infrastructure expressed from the community in order to better serve Richmond newcomers. The main sections cover the overall priorities and objectives, as well as include a three-year that guides both necessary and actionable projects and initiatives. Our final section reflects on effective partnership and collaboration qualities that stakeholders expressed as necessary to carry out joint action. ♦



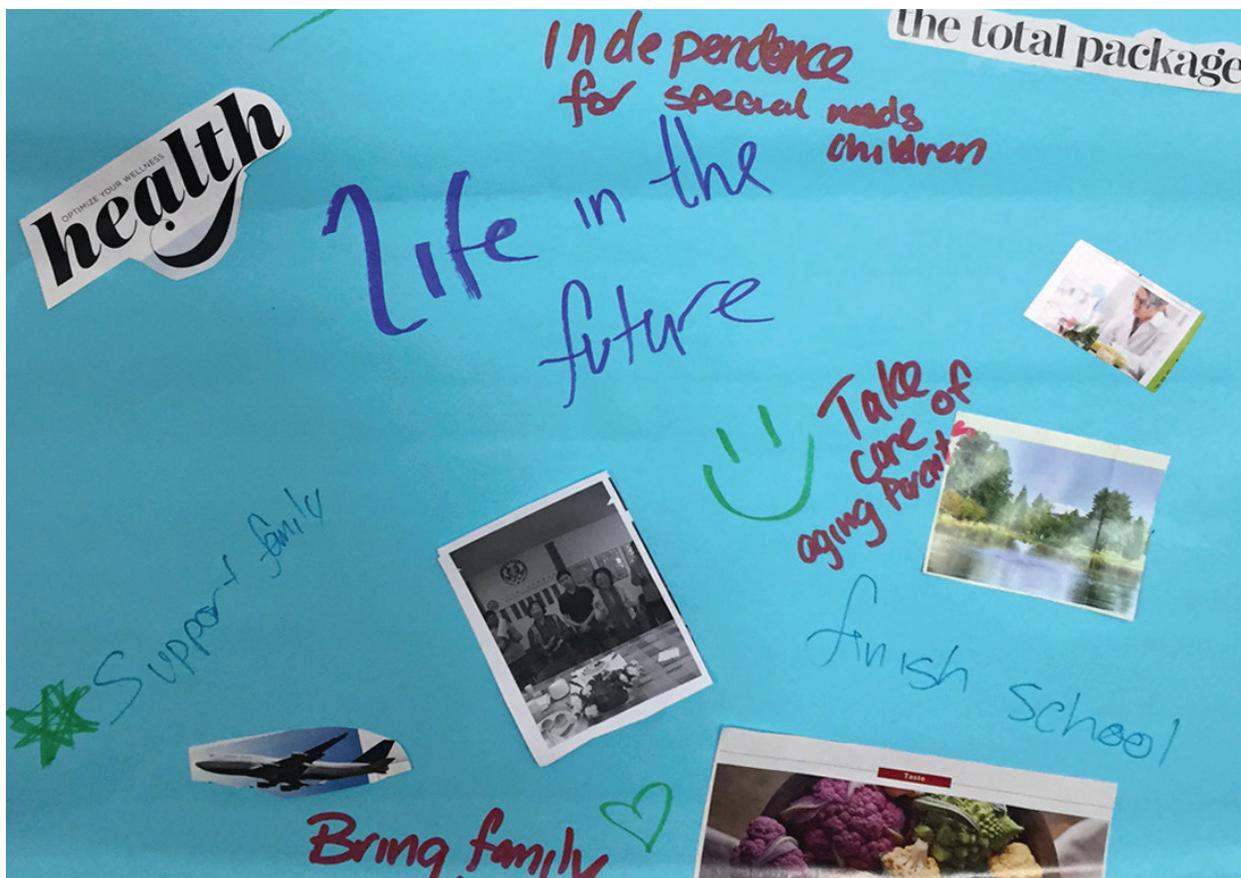
CCT PRIORITY AREAS

Priority Area: Employment

GOAL: Richmond is a place where immigrants and newcomers have access to and are supported in finding meaningful work that values their education, skills, and experience.

Objectives:

1. **Objective:** Assist in making the job search process streamlined and accessible for newcomers and immigrants to Richmond.
2. **Objective:** Understand, respond to, and create awareness around current and changing labour market demands as they relate to both newcomers and employers.
3. **Objective:** Support immigrants and newcomers in their professional development as they gain Canadian experience, including connecting them to employers.



Priority Area: Settlement Services

GOAL: Richmond is a place where immigrants and newcomers receive quality settlement services specific to their needs.

Objectives:

1. **Objective:** Coordinated settlement service delivery within Richmond among settlement service providers.
2. **Objective:** Coordinated settlement service delivery within Richmond between settlement service providers and newcomers and immigrants.
3. **Objective:** Increased support for English learning opportunities throughout Richmond, both formally and informally.



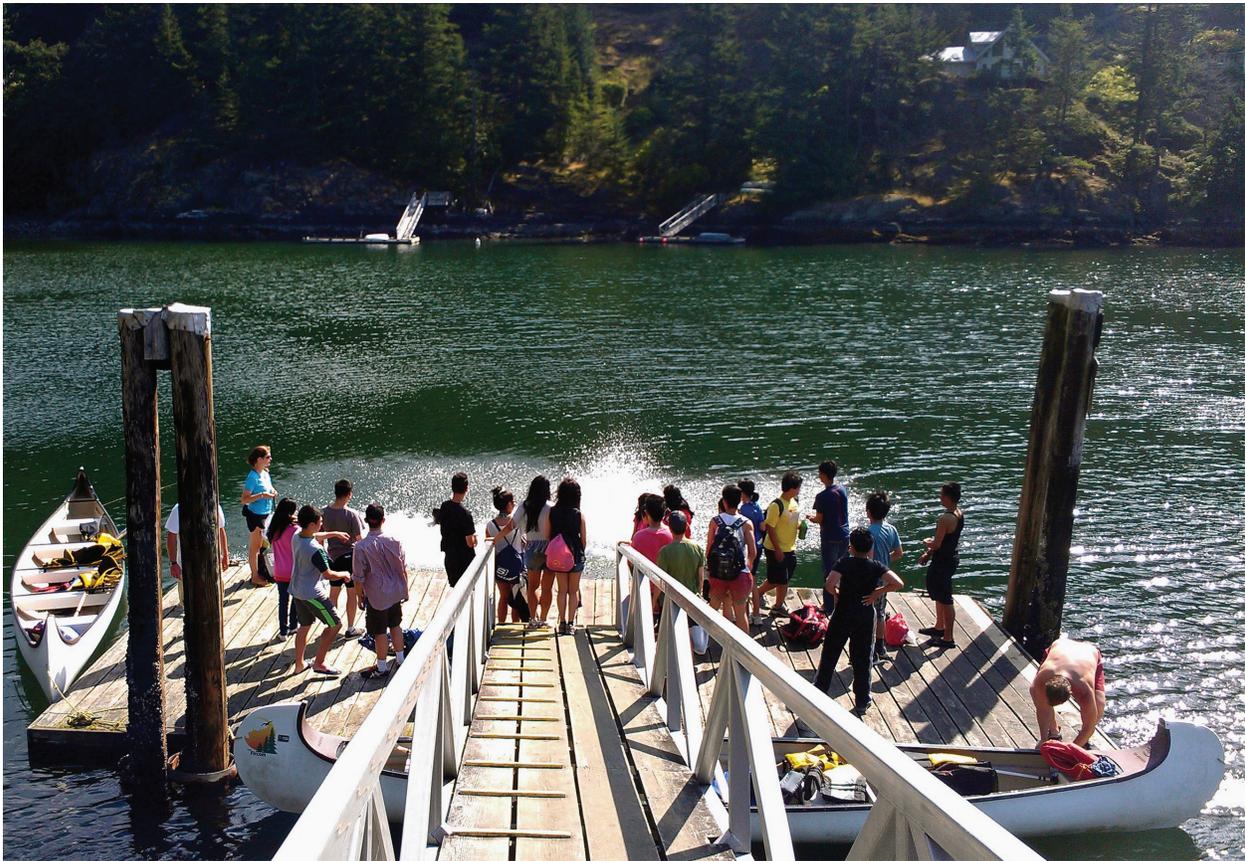


Priority Area: Community Experience

GOAL: Richmond is a place where immigrants and newcomers find and experience a diverse and inclusive community life.

Objectives:

- 1. **Objective:** Newcomers and immigrants feel welcome and safe in Richmond, that they belong and can make Richmond their home.
- 2. **Objective:** Newcomers and immigrants can connect to and participate in their community with greater access to community facilities and services.
- 3. **Objective:** Newcomers and immigrants can practise and share their culture and learn about other cultures in Canada.



Priority Area: Daily Living Support

GOAL: Richmond newcomers are supported in key aspects of their daily living as they transition to their new life in Canada.

Objectives:

1. **Objective:** Newcomers and immigrants are supported in their search for adequate housing.
2. **Objective:** Newcomers and immigrants are supported in their transportation needs as they navigate new transit and licensing systems.
3. **Objectives:** Newcomers and immigrants are supported in their health care and wellness needs as they navigate BC health care systems.





Strategic Implementation Plan (2016-2019)

MOVING FORWARD, what will we be working on to accomplish our goals and objectives in our priority areas? The following outlines a detailed, but flexible work plan with the CCT's next steps and potential actions within a three-year implementation phase. This includes a general timeframe of activities as well as proposed partners.

Year 1 of implementation builds on the first two years of research, connecting with additional stakeholders who can help the CCT accomplish its goals and objectives through partnership and resource sharing. It will include some additional research activities, as well as planning and coordination to develop and implement pilot projects and service infrastructure outlined in Years two and three.

Building on the research priority areas, an additional area titled "Daily Living" focuses on building on three key areas of newcomer settlement: housing, transportation, and health care access.







Priority Area: Employment

GOAL: Richmond is a place where immigrants and newcomers have access to and are supported in finding meaningful work that values their education, skills, and experience.

OBJECTIVE: Assist in making the job search process streamlined and accessible for newcomers and immigrants to Richmond.				
Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Co-develop and maintain website with specific section on the job search process for newcomers and residents, but also available pre-arrival. Promote to Employers and Community Services.	Research and design simple, essential features according to user experience (newcomers + employers).	Launch website with continued updates via CCT Members + CCT Secretariat. Seek opportunities for comprehensive portal development.	Continued updates and promotion. Seek opportunities for comprehensive portal development.	Maintain websites stats. Create promotion strategy. CCT Secretariat responsible for website maintenance, CCT Members for content creation. Partners: All CCT Members, Community Services, Settlement Services, Employers, City, CCT Secretariat
Increase promotion of settlement services that target job search skills at each stage such as job search strategies, resume and cover letter preparation, interview techniques, Canadian workplace culture etc. within the community.	Research current and promotional strategies and best practices. Prepare short programming guide for frontline workers and community services. Develop pilot program with employers to practise interview skills.	Update guide and its distribution list. Execute pilot program.	Update guide and its distribution list. Execute pilot program, with changes if necessary.	CCT Secretariat responsible for programming guide coordination. CCT Employment subcommittee + CCT Secretariat to develop Pilot Program with Community Service + Employer Partners. Evaluation of Program Year 1-3. Partners: All CCT Members, Community Services, Settlement Services, Employers, City

OBJECTIVE: Understand, respond to, and create awareness around current and changing labour market demands as they relate to both newcomers and employers.				
Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Develop and implement employer survey to capture workplace opinion, needs, and challenges around immigrant hiring, training, and retention to inform future CCT actions	Develop + conduct survey.	Create future CCT actions + develop other actions based on survey findings.	N/A or To be Determined.	CCT Employment subcommittee + CCT Secretariat to develop and conduct survey with community service + employer partners. Partners: Employment Subcommittee, CCT Secretariat, CCT Members, Employers, CCT Secretariat
Create dialogue and educational opportunities with employers to discuss credentialing, (re) certification, and education between newcomers and immigrants, educational institutions, and employers.	Event brainstorming and planning	Event 1 Developed and executed.	Event 2 Developed and executed.	Post-event evaluations to be conducted. Partners: Employment Subcommittee, Employers, Settlement Organizations, Educational Institutions, CCT Secretariat



OBJECTIVE: Support immigrants and newcomers in their professional development as they gain Canadian experience, including connecting them to employers.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Expand CCT recruitment and membership, specifically targeting the employment sector.	New member outreach + recruitment. [Ongoing]	New member outreach + recruitment. [Ongoing]	New member outreach + recruitment. [Ongoing]	Evaluate increased connection to and membership from Richmond employers; conduct annual CCT Member Survey.
Develop and expand activities that connect newcomers and immigrants with networking and mentorship opportunities with local employers (i.e. activities such as employer/ employee dialogues, referral systems, HR roundtables, co-op style field trips to employers' worksites, multi-employer job fairs).	Plan + execute multi-agency job fair. [Annual]	Plan + execute pilot project: Richmond Employer Bus Tour (similar to cultural sites) Plan + execute multi-agency job fair. [Annual]	Plan + execute multi-agency job fair. [Annual]	Post-event evaluations to be conducted. Partners: CCT Members + Secretariat, Settlement Services, Community Orgs, Employers, Educational Institutions, City
Promote knowledge on employment standards and worker rights.	Explore partnership with BC Federation of Labour's English as an Additional Language (EAL) Programming. Begin Pilot project.	Evaluate + continue programming if suitable/possible.	Evaluate + continue programming if suitable/possible.	Program delivery evaluations to be conducted with participants + community partners. Partners: Settlement Service Organizations, Unions + Labour Groups, Community Organizations, Employers
Partner with Richmond Cares, Richmond Gives (RCRC) to develop targeted marketing for volunteering opportunities for newcomers to gain/ practice job-ready skills.	Initial planning with RCRG. Continue to promote RCRG volunteering platform. [Ongoing]	Continue to promote RCRG volunteering platform. [Ongoing]	Continue to promote RCRG volunteering platform. [Ongoing]	Evaluate increased newcomer volunteering. Partners: CCT Secretariat + Employment Subcommittee, Richmond Cares, Richmond Gives, Community Organizations

Priority Area: Settlement Services

GOAL: Richmond is a place where immigrants and newcomers receive quality settlement services specific to their needs.

OBJECTIVE: Coordinated settlement service delivery within Richmond among settlement service providers.				
Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Research best practices on coordinated service delivery and protocol to improve the client experience during the referral process with attention to identified demographic needs (i.e. Youth, Seniors, LGBTQ, Mental Health Services and programs).	Begin research, highlighting potential implementation practices and low-cost tools.	Find areas of implementation for best practices. Define and conduct pilot projects or implement process changes.	Continued implementation and process changes.	Conduct annual CCT Member evaluation, include section on referral and information sharing. Partners: CCT Members + Secretariat, Settlement Services, Community Services, City
Coordinate training and development opportunities for settlement staff to build on job-related skills such as facilitation, intercultural communication, or conflict resolution. This could include planning joint agency workshops, participation in the City of Richmond's annual Diversity Symposium, RMCS Diversity Dialogue and sharing of professional development opportunities.	Ongoing sharing + participation.	Ongoing sharing + participation.	Ongoing sharing + participation.	Conduct annual CCT Member evaluation, include section on support and professional development. Partners: CCT Members + Secretariat, Settlement Services, Community Services, City



Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Organize annual resource sharing event for service providers involved in newcomer programming to network, learn about each other's work, and to develop capacity for future collaboration.	Begin development of annual event for Spring 2017.	Plan and execute annual event.	Plan and execute annual event.	Post-event evaluations to be conducted with participants and event partners. Partners: CCT Members + Secretariat, Settlement Service, Community Services, City
Where possible, participate in Richmond's Poverty Response's Project: Eliminating Barriers to Participation for People Experiencing Poverty, which includes updates to the Low Income Resource Directory (LIRD).	Project participation.	[Ongoing where applicable]	[Ongoing where applicable]	Partners: CCT Members + Secretariat, Richmond Poverty Response.

OBJECTIVE: Coordinated settlement service delivery within Richmond between settlement service providers and newcomers.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Where possible, centralize current online information on settlement programming and services to make it increasingly accessible. Promote to community services.	Launch website with continued updates via CCT Members + CCT Secretariat. Seek opportunities for comprehensive portal development.	Update and maintain settlement service section on CCT website. [Ongoing] Continued updates and promotion. Seek opportunities for comprehensive portal development.	Update and maintain settlement service section on CCT website. [Ongoing] Continued updates and promotion. Seek opportunities for comprehensive portal development.	Maintain websites stats. Create promotion strategy. CCT Secretariat responsible for website maintenance, CCT Members for content creation. Partners: CCT Settlement Services Subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Develop or expand existing resources for newcomers to access settlement and community service information. This can be promotional materials, centralized website, and updates of the Richmond Newcomer Welcome Guide.	Create and disseminate printed materials including wallet-sized card and large poster detailing settlement services in Richmond.	Ensure Welcome Guide update.	Update any created materials.	Partners: CCT Settlement Services Subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City
Explore the potential of centralized or roving newcomer welcome centre/ service kiosk in common community spaces to jointly promote information/ services based on client needs following the community table model at Richmond Public Libraries and Richmond Food Bank.	Explore partnerships between public programming and community/ settlement services. Begin pilot project January 2017.	Continue and, if possible, expand partnerships and programming. Seek out resources for (semi)permanent Welcome Kiosk.	Continue and, if possible, expand partnerships and programming. Seek out resources for (semi)permanent Welcome Kiosk.	Program delivery evaluations to be conducted with participants + community partners. Partners: CCT Settlement Services Subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City



OBJECTIVE: Increased support for English learning opportunities throughout Richmond both formally and informally.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Coordinate language training opportunities to reduce barriers associated with accessing language programming in Richmond.	Co-develop and maintain website with specific section on English Language Learning for newcomers and residents, but also available pre-arrival. Promote to employers and community/settlement services.	Launch website with continued updates via CCT Members + CCT Secretariat. Help promote conversation classes, LINC classes, KPU classes, Continuing Education Classes etc.	Continued website updates and promotion.	Tracking of website stats and distribution. Partners: CCT Settlement Services Subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City
Support and promote programming that increases literacy across all levels of English language learning.	Explore partnership with BC Federation of Labour's English as an Additional Language (EAL) programming. Begin pilot project. Seek out additional programming opportunities.	Evaluate + continue programming if suitable/possible. Seek out additional programming opportunities.	Evaluate + continue programming if suitable/possible.	Post-program evaluation by participants and CCT member partners. Partners: CCT Settlement Services Subcommittee and Secretariat, Settlement Service Organizations, Educational Institutions, Community Organizations, City

Priority Area: Community Experience

GOAL: Richmond is a place where immigrants and newcomers find and experience a diverse and inclusive community life.

OBJECTIVE: Newcomers and immigrants feel welcome and safe in Richmond, that they belong and can make Richmond their home.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Work towards increasing clarity about accessing emergency services for newcomers and immigrants through information materials.	<p>Creation of information materials on basic emergency services.</p> <p>Explore opportunities for educational workshops.</p>	<p>Release materials Summer 2017. Link to CCT website.</p> <p>Pilot emergency service workshops with settlement services.</p>	<p>Update materials as necessary.</p> <p>Continue emergency service workshops with settlement services.</p>	<p>Track material distribution.</p> <p>Post-workshop evaluations.</p> <p>Partners: CCT Community Experience Subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City (Including Fire-Rescue, RCMP).</p>
Build on and connect to existing municipal plans that seek to address community integration (i.e. Social Development Strategy, Official Community Plan, RIAC Intercultural Strategic Plan.	<p>Connect with community services and planners; make necessary additions to CCT workplan and/or commit to common activities for collaboration and shared resources.</p>	<p>Creation and implementation of joint projects.</p>	<p>Evaluation and updates of projects.</p>	<p>Project evaluation by City + CCT Member partners.</p> <p>Partners: CCT Members and Secretariat, Settlement Service Organizations, Community Organizations, City (specifically community services).</p>



OBJECTIVE: Newcomers and immigrants can connect to and participate in their community with greater access to community facilities and services.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Develop Community Map and Passport for Doors Open Richmond.	Participation in Doors Open + launch of Community Passport.	Connecting to Doors Open organizers and community groups.	Review initiative, revise, and repeat Community Passport.	Post-Doors Open evaluation. Partners: CCT Members, CCT Community Experience subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City (specifically community services), Library services.
Where possible, participate in Richmond's Poverty Response's (PRC) Project: Eliminating Barriers to Participation for People Experiencing Poverty, which includes updates to the Low Income Resource Directory (LIRD).	Continued participation with PRC's project; adapt CCT Implementation Plan according to project findings where applicable for newcomers.	Ongoing where applicable.	Ongoing where applicable.	Post-project evaluation with PRC. Partners: CCT Members + Secretariat, Richmond Poverty Response.
Participate in City initiatives for creating access to services/ eliminating barriers where possible.	Ongoing.	Ongoing.	Ongoing.	Post-project evaluation with City staff. Partners: CCT Members, CCT Community Experience subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City (specifically community services), Library services.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Support arts and cultural programming connected to newcomer and immigrant issues that explore migration histories and celebrate Richmond's cultural diversity.	Connect with city and community services as well as arts and cultural programming. Encourage CCT Member participation on existing projects. Seek out opportunities for project creation (i.e. Richmond Community Foundation).	Participation, creation and implementation of joint projects.	Evaluation and updates of projects.	Monitor increased CCT Member participation with arts and cultural programming annually. Project evaluation for any future programming or events. Partners: CCT Members, CCT Community Experience subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City (specifically community services & Arts and Culture).
Strengthen community partnership with public institutions such as Kwantlen Polytechnic University, libraries, and community centres as they are centralized places for community dialogue and learning. I.e. Joint programming, shared resources, service and event locations.	Ongoing.	Ongoing.	Ongoing.	Document existing and strengthened partnerships; highlight new projects between CCT members and public institutions formed from collaboration. Partners: CCT Members, CCT Community Experience subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City, Educational Institutions.



OBJECTIVE: Newcomers and immigrants can practise and share their culture and learn about other cultures in Canada.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Promote cultural city-wide events that bring communities together through collaborative planning and partnership at the neighbourhood and city scale.	Connect with city and community services as well as arts and cultural programming. Encourage CCT Member participation on existing projects. Seek out opportunities for project creation (i.e. Richmond Community Foundation).	Participation, creation and implementation of joint projects.	Evaluation and updates of projects.	Monitor increased CCT Member participation with cultural programming annually. Project evaluation for any future programming or events. Partners: CCT Members, CCT Community Experience subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City (specifically community services & Arts and Culture).
Partner with Richmond Cares, Richmond Gives to develop targeted marketing for volunteering opportunities for newcomer mentorship and recreation.	Initial planning with RCRG. Continue to promote RCRG volunteering platform. [Ongoing]	Continue to promote RCRG volunteering platform. [Ongoing]	Continue to promote RCRG volunteering platform. [Ongoing]	Partners: CCT Secretariat + Community Experience Subcommittee, Richmond Cares, Richmond Gives, Community Organizations, Employers



Priority Area: Daily Living Support

GOAL: Richmond newcomers are supported in key aspects of their daily living as they transition to their new life in Canada.

OBJECTIVE: Newcomers and immigrants are supported in their search for adequate housing.				
Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Build on and connect to existing municipal housing plans that seek to address affordable housing access for newcomers.	Connect with Housing Planners; make necessary additions to CCT workplan and/ or commit to common activities for collaboration and shared resources based on updated Affordable Housing Strategy.	N/A or To be Determined.	N/A or To be Determined.	Partners: CCT Members, CCT Daily Living subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City.
Work with settlement services and community organizations to support newcomers in their housing search as well as potential issues with their current and future housing needs.	Co-develop and maintain website with specific section on the housing search process for newcomers and residents, but also available pre-arrival. Promote to settlement and community services.	Ongoing website support and maintenance.	Ongoing website support and maintenance.	Maintain websites stats. Create promotion strategy. CCT Secretariat responsible for website maintenance, CCT Members for content creation. Partners: CCT Members, CCT Daily Living subcommittee and Secretariat, Settlement Service Organizations, Community Organizations, City.



OBJECTIVE: Newcomers and immigrants are supported in their transportation needs as they navigate new transit and licensing systems.

Potential Action	Year 1	Year 2	Year 3	Execution + Evaluation
Work with TransLink, ICBC, settlement services and community organizations to support newcomers in the ongoing process of learning transit systems as well as driver's licensing resources.	Connect with TransLink and ICBC to plan for pilot initiatives targeting newcomer information delivery concerning transportation issues.	Launch pilot project(s).	Evaluate and continue project(s).	Post-Project evaluation. Partners: CCT Secretariat + Community Experience Subcommittee, TransLink, ICBC, Community Organizations, Employers

OBJECTIVE: Newcomers and immigrants are supported in their health care and wellness needs as they navigate BC health care systems.

Potential Action	Year 1	Year 2	Year 3	Monitoring + Evaluation
Work with health authorities, settlement services and community organizations to support newcomers in accessing health care services as well as understanding emergency procedures and protocol.	Connect with Vancouver Coastal Health to plan for pilot initiatives targeting newcomer information and program delivery concerning health care services.	Launch pilot project(s).	Evaluate and continue project(s).	Post-project evaluation. Partners: CCT Secretariat + Community Experience Subcommittee, Health Authorities, Community Organizations, Employers

Moving Forward: CCT Partnership and Collaboration

MOVING FORWARD, HOW WILL WE WORK TOGETHER? CCT Members reflect on past collaborations to share qualities of positive partnerships. This informed the CCT Pillars of Implementation that are key to carrying out the proposed work.

PROCESS ACTIONS	RELATIONSHIP BUILDING
<ul style="list-style-type: none"> • Blending Structure and Creativity: A mix of strategic partnerships as well as organic, spontaneous development makes for innovative results. • Being People/Client-Centred: Prioritize the interest of clients; create and develop measurable impacts. • Scheduled Meetings and Shared Learning: Adopt regular meetings where agencies meet and share programming with the goal of shared collaboration and referrals. 	<ul style="list-style-type: none"> • Career/Personal Development: Committing and investing in professional development, group training, and networking opportunities to retain trained and qualified staff. • Community and Professional Partnerships: Community-based partnerships are considered an instrumental source of success, especially for municipal and institutional projects. • Utilizing Volunteers: Acknowledging volunteer skills and contribution to successful projects and programming is necessary to create buy-in within agencies and the hard-to-reach groups.
RESOURCES	VALUES
<ul style="list-style-type: none"> • Adequate and Shared Resources: Each partner can offer resources relevant to a project – space, marketing, staff/volunteer time, funding etc. • Leveraging Resources: Successful partnerships depend on leveling resources at opportune moments requiring an understanding of funding cycles, and open communication to quickly mobilize for joint proposals. • Relationships with Decision Makers: Developing and maintaining direct ties to municipal and senior level government. 	<ul style="list-style-type: none"> • Clarity: Transparency and openness, frequent communication that outlines roles and responsibilities of each collaborator. • Celebrating Success: Successful partnerships acknowledge and build on what is already done to ground new initiatives and create context for future action. Also recognize staff, project, volunteer and community partners.



Acknowledgements

THE RICHMOND COMMUNITY COLLABORATION TABLE: is made possible by the expertise, commitment, and contributions of its membership. Since its formation in 2014, over 30 members representing service organizations, municipal government, education institutions, community groups, health organizations and local businesses have come together to gain a better understanding of immigrant settlement needs and barriers. This deeper understanding and Strategic Plan will be used by stakeholders and community members to strengthen Richmond's ability to be a more welcoming and inclusive community.

This plan is made possible by the support and ideas from all the members throughout the two years, as well as the leadership from the Chair, Corry Anderson-Fennell of Kwantlen Polytechnic University. Richmond's Immigrant Settlement Strategy and Implementation Plan is a representation of the membership's input, expertise, guidance and community promotion to develop actions that will benefit all newcomers.

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