



WELCOMING COMMUNITIES ACTION RESEARCH ON  
THE LOCAL IMMIGRATION PARTNERSHIPS

RECHERCHE-ACTION DES COMMUNAUTÉS ACCUEILLANTES SUR  
LES  
PARTENARIATS LOCAUX D' IMMIGRATION (PLI)

**Friday, April 30 – Saturday, May 1, 2010**  
**Le vendredi 30 avril et le samedi 1<sup>er</sup> mai 2010**

**London, Ontario**

**Research Workshop Summary Report**

Funded by:



Citizenship and  
Immigration Canada

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Immigration Canada

Seventy participants attended the WCI-LIP research workshop. Eight LIPs from within the Toronto area were represented. Nineteen LIPs from outside of the Toronto area were represented. In addition, three representatives from Ontario's regional Francophone Immigration Networks attended, as well as one representative from the Ontario Ministry of Citizenship and Immigration, one representative from the British Columbia Ministry of Advanced Education and Labour Development, Immigration and Welcome BC Branch, one representative from the Association of Municipalities of Ontario, four representatives from Citizenship and Immigration Canada – Ontario Region, and two representatives from the National Headquarters of Citizenship and Immigration Canada.

Friday April 30, 2010

### **3:30 – 3:45 PM: Stage Setting**

**Caroline Andrew and Neil Bradford, Project Leads**

#### **Caroline Andrew**

Welcoming remarks: The idea behind the conference is to provide an opportunity for collective learning and discussion in order to explore how best to move forward together.

#### **Neil Bradford**

'Setting the stage' for the meeting. Discussion enabled by power-point presentation.<sup>1</sup>

A changing policy context: A period of challenge and change. These trends/pressures call for new structures, relationships, and delivery vehicles. Several high level policy reviews now underway in the sector.

LIPs: A promising social innovation? Bottom-up, community driven, tailored to diversity of places, holistic intervention, bridging and linking, resilient and responsive.

Making connections: Community practitioners, policy makers, academic researchers. Transformational change is not always easy and requires collaboration among partners. The LIPs offer a 'common strategic platform' for different groups to work together on shared goals.

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<sup>1</sup> Bradford's power-point presentation included as Appendix 1.

**3:45 – 4:45 PM: Introductions****Moderator: Elisabeth White, London LIP Co-Chair**

One comment from each LIP was provided describing a LIP success, LIP obstacle, and/or point of interest. These comments are outlined in the chart below.

Successes	Obstacles	Points of Interest/Importance
<ul style="list-style-type: none"> <li>• Growing and strengthening relationships with partners</li> <li>• Discussions and training of participants ensure common understandings of issues and definitions of terms</li> <li>• Moving forward with common vision and mutual respect</li> <li>• Large number of participants despite small community.</li> <li>• Community consultations well attended</li> <li>• Growing ability to link activities to larger and more established local events (e.g. celebrating May 21<sup>st</sup>, UN's Day of Diversity)</li> <li>• Building relationships with other LIPs to exchange knowledge, information and experiences (i.e. 'Road Show' around Ontario)</li> <li>• Creating web site to post documents, minutes of meetings, etc.</li> <li>• Successfully linking employment, settlement and integration services in one place</li> <li>• Extent of partnerships and inclusivity – especially between agencies that before were not aware of each other</li> <li>• Successfully linking into pre-</li> </ul>	<ul style="list-style-type: none"> <li>• Requirement of planning in advance</li> <li>• Short deadlines very challenging to the process</li> <li>• A struggle to maintain momentum, motivation, and interest in community participation</li> <li>• Bringing francophone community together around issue of immigration and settlement</li> <li>• Extending the scope of involvement to those newcomers not already engaged</li> <li>• Challenges associated with working with too many consultants</li> <li>• Challenges associated with the transferring of Council</li> <li>• Extending the scope of involvement to employers (not just employment support groups)</li> <li>• Attracting and retaining francophone immigrants in northern communities</li> <li>• Challenges and pressures associated with attempting to do so many different activities in a short time spans (feeling of being spread too thin)</li> <li>• Challenges and frustrations related to finding an effective balance between 'talk' and 'action' (feeling of pressure to move</li> </ul>	<ul style="list-style-type: none"> <li>• Importance of establishing mechanisms to enable continuous community feedback in order to ensure that focus remains linked to community needs</li> <li>• Value of 'consensus-oriented' decision making structures</li> <li>• Importance of including the right people from the start while being open to including new partners as they emerge throughout the process</li> <li>• Importance of co-operation</li> <li>• Importance of building and strengthening relationships with newcomers</li> <li>• Value of broadening the focus from 'job satisfaction' to 'family satisfaction'</li> <li>• Importance of scale and community character: Rural/urban, Greater Toronto/2<sup>nd</sup> and 3<sup>rd</sup> tier cities each have different sets of issues and concerns</li> <li>• Value of gaining deeper knowledge about the community as inventory of services and research on community demographics is carried out.</li> </ul>

<p>existing community initiatives and partnerships</p> <ul style="list-style-type: none"> <li>• Directly engaging newcomers by employing them as data collectors – enabled rich data through consultations in newcomers’ mother tongue</li> </ul>	<p>forward)</p> <ul style="list-style-type: none"> <li>• Fear of losing autonomy (self protectionism) as smaller associations/agencies integrate into partnerships</li> <li>• Ensuring attendance of municipal representatives at meetings</li> <li>• Challenges associated with reaching out to ‘mainstream community’ that does not directly deal with ‘immigration’ (e.g. health care, politics, education etc.)</li> <li>• Constraints associated with uncertainty of future funding (what are we working towards?)</li> <li>• Successfully linking the ‘message’ of immigration to economic growth in order to gain support</li> <li>• Implementing the planned strategy and fine-tuning it to ensure a ‘working model’ while balancing requirements to ensure its funding feasibility</li> </ul>	
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**Main themes emerging from these discussions are summarized/aggregated below.**

Successes:

- Capacity for relationship building: Increased capacity for building and developing relationships/partnerships; well attended community consultation sessions.
- Increased capacity for knowledge sharing and co-production.

Obstacles:

- Challenges with relationships: Expanding the scope of participation, ensuring buy-in from various groups, and moving from “fear” to “trust.”
- Challenges associated with bureaucratic timelines and funding uncertainties.
- Challenges associated with balancing the need for an effective and applicable model with the need to ensure funding feasibility.

Points of interest:

- Managing relationships: significance of scope, feedback mechanisms, and operating norms (based on trust and consensus-building).
- Significance of scale and community character to LIP processes.
- Significance of good messaging/communication.

## **5:00 – 6:00 PM: Networking Session for Local Immigration Partnership Councils**

**Moderator: Tim Rees, Hamilton LIP**

### **Mary Barr, Citizenship and Immigration Canada**

Addressed questions and concerns from participants. Questions and concerns have been organized into relevant themes below.

#### Questions relating to funding:

- After initial proposal, no need for additional proposals in order to continue with process.
- While sensitive to concerns about funding, unable to commit to “multi-year terms”. However, strong belief that there is a long term commitment to continue the program.
- Emphasis placed on the fact that CIC should not be the only avenue for seeking funding. Efforts should be taken to broaden the scope of funding support.

#### Questions relating to governance:

- LIPs are not ‘decision making bodies’ spending CIC funds – the plans go out into the individual communities who must come together.
- CIC presently working on guidelines and developing a ‘tool kit’ with the province with the goal of acting in a more supportive role.
- Acknowledgement that while this processes is not perfect, it represents a real departure in how CIC normally develops and implements programs. The move away from traditional policy making towards a more locally integrated community planning approach represents a transitional period that brings some risk to CIC as well. Importance of maintaining a positive spirit of learning and cooperation as both CIC and LIP actors venture forward together.

### **Moderated Discussion**

Discussion comments have been organized into relevant themes below.

#### Governance:

- A better understanding of federal-provincial linkages and relationships will result from this process.
- How can CIC engage with municipal actors/politics to collaborate on mutually beneficial projects? Is this their expected role?
- LIPs processes represent a shift from “big S” settlement to “settlement for all” – the recommendation is that the LIP should act as an umbrella between CIC and local settlement providers so that there can be a more co-ordinated approach and overall understanding to what is going on and who is applying for and receiving funding. This would also help ensure transparency.
- Scale matters when considering capacity for relationship/partnership building. Large differences exist between Toronto LIPs and smaller city LIPs in terms of who sits at the table (i.e. school board, municipal representatives, etc.).
- LIP relationship to local municipality is also significant. A positive consequence of municipal involvement has been their role in enabling a space (that did not previously exist) for

discussions about immigration/integration/settlement issues. The non-involvement of various sectors and the local municipality can present challenges down the road.

#### Knowledge sharing and co-production:

- The need to have a website where finalised plans can be posted for consultation. WCI has a website which would be a neutral forum for posting the strategic plans and other documents for the purposes of information sharing.
- Need for both a bottom up and a top down approach to ensure that the findings of all the LIPs can be combined, aggregated, and distributed.

#### Relationships:

- The real prize at the end of this start-up process is not more CIC money but rather the recognition of the importance of these issues by other sectors that want to make their communities a better place to live (health care system, the police system, municipalities, etc.),– as well as the new linkages, relationships, and opportunities that stem from this shared recognition.
- Local Health Integration Networks (LHIN) and the local education and police sectors should be involved.
- Francophone and Anglophone communities need to work more closely together while recognizing that they are distinct. The intentions of LIPs are not to return to decades of secrecy or work in a competitive and isolated environment.

#### Funding:

- The exploration of additional funding mechanisms (outside of CIC) is much needed to ensure success.
- At the same time, present funding from CIC is key to securing additional funding. Potential funders will want to know “who else is on board”. CIC funding brings a level of legitimacy which is important to the process of attracting and retaining additional funding.
- Many organizations should not be “funders.” They should be at the table because of their knowledge and experience.
- A challenge going forward relates to how best to overcome the fear that new partnerships might somehow jeopardize secured funding. This concern extends beyond Francophone /Anglophone relationships.
- Varying capacities among LIPS to secure further funding can create feelings of mistrust. Perception that some LIPs may be getting more than others because they have more resources and greater ability to carry out projects.

Saturday May 1, 2010

**8:30 – 9:15 AM: Partnership Councils – Structure, Composition, Role, Activities**

**Moderator: Meyer Burstein, WCI Policy and Coordination Fellow**

*Common themes among participant comments have been highlighted in italics below.*

**Hindia Mohamoud (Ottawa LIP)**

- *Significance of local context:* LIP process built on pre-existing partnerships and stakeholders who are the main players in the community.
- *Relationship building:* Importance of on-going consultations between committees, stakeholders, and general public.
- Governance structure: Four spaces of governance - influence, steering committee, hands on work, and public engagement.
- 30 members involved

**Elisabeth White (Manager of Employment and Strategic Initiatives at the City of London, London & Middlesex LIP)**

- Community development approach – how do we build on what is already in the community.
- Important distinction: community driven - not “city” led.
- Emphasis on the entire family throughout the life cycle.
- *Relationship building:* View the LIP process as an opportunity for strategic engagement across the board (not only immigrant service providers).
- Two community consultations have taken place to discuss and approve the structure and governance of the council, with a third scheduled for May: strong engagement of community, with over 100 participants at each.
- LIP central council made up of 6 chairs of sub-councils (employment, education, health and wellbeing, inclusion and civic engagement, justice and protective services, and settlement).
- LIP council consists of 8 immigrant reps, Victoria Esses (WCI), funders who sit as ex-officios, and co-chairs from the City of London and the United Way.
- *Significance of local context and pre-existing institutional structures:* Key distinction between Ottawa and London LIP is that London started at the level of the actual community while Ottawa started at the level of the settlement sector.

**Don Curry (Executive Director of North Bay and District Multicultural Centre, North Bay LIP)**

- Emphasis on ‘economic development’.
- City set goal in 2005 of attracting immigrants in order to fill future jobs.
- LIPs was formed before the settlement agency.
- Decided that City should take the lead but with a co-chair to represent the ‘multicultural sector.’
- *Relationship to the Municipality:* Significance of municipal support to messaging and public awareness. Mayor has a weekly blog which focuses on immigration every five or six weeks. A radio show is also used to disseminate information and increase positive reception of initiatives.

- LIP and municipal government see this as relating to both immigration and economic development.

**Scott Clerk (Project Manager of Kingston Community Health Centres, Kingston LIP Council)**

- *Significance of scale:* Smaller LIPs are not only concerned with integration but also with the attraction and retention of newcomers.
- *Significance of scale:* Kingston could not sustain the 6 sub-councils of London; they have three committees. Kingston area is not just smaller in size and population, but also has a lower percentage of newcomers.
- No existing immigrant employment councils.
- *Relationship to the Municipality:* Kingston LIP does not enjoy as much municipal support as some other LIPs; there is no direct support from the city. However, there is a successful joint steering committee to create the immigrant web portal.

**Moderated Discussion**

- Challenge of deciding how many ‘structures’ are needed to adequately deal with issues without getting bogged down. Tension between infrastructure size/weight and the need to keep it focused and effective.
- *Relationship building:* Significance of creating a newcomer advisory group for those newcomers who did not feel comfortable expressing themselves on a more formal council. This committee advises the actual council.
- Value of establishing a “Welcoming Centre” and “community hubs” – so that every newcomer that meets a case worker can be given a map and know where to go. Consistent branding is very important here. Would like to have this at the neighbourhood level.
- Significance of faith-based informal groups.

**9:15 - 10:00 AM: Building the Partnerships**

**Moderator: Meyer Burstein**

What is the value-added from the LIPs process?

*Common themes among participant comments have been highlighted in italics below.*

**Bill Sinclair (Associate Executive Director of St. Stephen’s Community House, West Downtown Toronto Settlement Service Co-ordination Project)**

- *Significance of scale:* Neighbourhood-level LIPs in Toronto are divided between areas where large numbers of newcomers have historically settled and areas which are new reception sites for newcomers (suburbs).
- Downtown areas focus on immigration as well as poverty.
- *Significance of CIC funding to relationship building capacity:* LIPs resources have meant that people that were previously uninterested (i.e., educational and health care sectors) are now active in the discussion
- *Significance of local context to LIP process:* Suburbs require a different process.
- Creation of the LIP made this co-operative endeavour possible.



**Cathy Woodbeck (Executive Director of the Thunder Bay Multicultural Association, Thunder Bay LIP Council)**

- *Significance of local context:* Large numbers of aboriginals settling off reserve for the first time has necessitated the need for a focus that is broader than immigration.
- *Significance of scale:* An absence at the table in a small community where everyone knows everyone else is very noticeable.
- *Significance of local champions:* Value of having local champions in each sector to promote and disseminate message and goals into the larger community.
- Nature of participation is an important consideration: participants should be actively engaged, not just physically present.

**Tracey Vaughan (Executive Director of the Community Development Council of Durham, Durham Local Diversity and Immigrant Partnership Council)**

- *Significance of local context:* Emphasis placed on what the actions and initiatives mean locally.
- *Significance of local context:* Emphasis needs to be broader than immigration and settlement to include issues such as diversity and systemic change.
- *Relationship building:* Importance of building relationships and partnerships in order to be effective. Need to broaden the base to ensure that actions are relevant and lead to actual changes.

**Scott Fisher (The Greater Sudbury LIP)**

- *Significance of local champions:* Engaged a city councillor who was very active in getting the ball rolling and creating an enabling environment for the LIPs.
- *Significance of scale:* Smaller communities can leverage the benefits derived from their strong sense of community.
- *Significance of local context:* The culture shock experienced by newly arrived aboriginals is an important consideration.
- Potential of social media (i.e., Facebook or Twitter) to engage youth and others groups in new and interesting ways.

**Moderated Discussion: (cut short due to time constraints)**

- *Significance of CIC funding:* Funding provides validity, allows for paid staff (not just volunteers), brings new people to the table, and can be leveraged to secure additional funding.

## **10:30 - 11:00 AM: Francophone Immigration Panel**

**Moderator: Caroline Andrew**

### **St-Phard Désir (Eastern Ontario's Concertation Network on Francophone Immigration - Réseau de soutien à l'immigration française de l'est de l'Ontario).**

Discussion enabled by power-point presentation.<sup>2</sup>

Five objectives of steering committee:

1. Increase the number the French speaking immigrants to give more demographic weight to francophone minority communities (FMC).
  2. Improve the capacity of FMCs to receive newcomers and to strengthen their reception and settlement.
  3. Ensure the economic integration of French-speaking immigrants into Canadian society and FMCs in particular.
  4. Ensure the social and cultural integration of French-speaking immigrants into Canadian society and into FMCs.
  5. Foster the regionalization of francophone immigration (issue of retaining people in smaller communities).
- The goal of working towards being able to “work in English but live in French” – needs broad sector involvement.
  - Significance of raising awareness of the benefits of immigration in local communities.
  - Significance of creating partnerships to optimize the use of available resources in recruiting, integrating, and retaining immigrants.
  - Significance of promoting FMCs abroad so that potential immigrants know they can move somewhere other than Québec.

Ontario is broken up into 3 regions:

1. Northern Ontario
2. Eastern Ontario
3. Central and South Western Ontario

### **Alain Dobi (Central and South Western Ontario's Concertation Network on Francophone Immigration - Réseau de soutien à l'immigration française du Centre sud ouest de l'Ontario) Delivered in French**

1. Why are the needs of francophone immigrants different than English speaking?
  2. What are the opportunities involved with building partnerships between the Networks and the LIPs?
- *Relationship building:* The challenges of this partnership relate to the need to accurately address the specificities of the francophone community while jointly supporting each other's work.

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<sup>2</sup> Désir's power point présentation included as Appendix 2.

**Mohammed Brihmi (Northern Ontario's Concertation Network on Francophone Immigration - Réseau de soutien à l'immigration française du nord de l'Ontario)**

- *Significance of local context:* Northern Ontario has a decreasing number of Francophones as they are aging and/or moving away.
- The local level meets at least once a year to go over what the community says needs to be done and how it can be addressed.
- Plans for the past three years posted on website.
- Few settlement services available for Francophones in the north. LIP provided the opportunity to deliver this.
- *Knowledge sharing:* It is important to share your LIP plans with the local Network so that they can inform their members and also have the opportunity to share their knowledge and expertise.

**St-Phard Désir (Eastern Ontario's Concertation Network on Francophone Immigration - Réseau de soutien à l'immigration française de l'est de l'Ontario).**

- Governance structure: The composition of the Network includes 43 volunteer organizations, three local committees, and a regional committee that is made up of two representatives from each local committee. There is a broad range of sector involvement.
- Governance process: Each year the Network creates an action plan that determines which projects will get developed and implemented. These small and specific community projects are the main way of attempting to retain immigrants in the community.
- The expectation of moving to a bilingual society is the main issue for Francophones moving into these communities. French speaking newcomers move from their host communities thinking that they will be able to live in French but this is not the case. Most of the settlement services and tools are in English and the FMCs that do exist are still around because they have built up a hard outer shell to protect their language/culture and are not well equipped to handle the presence of newcomers. This is why there exists a separate stream of funding.

**11:00 -12:00 AM: Building Strategic Action Plans**

**Moderator: Neil Bradford**

**John N. Okonmah (Timmins Economic Development Corporation, Timmins LIP)**

- Action plan goals: Benefits of starting at ground zero. Present goals are to create the council and produce a plan. Held a vision-session to decide: What kind of plan this should be? What are the priorities and objectives? and How can we move forward together?
- Action plan needs to have a time-line that is clear on what needs to be done and when it will be done by.
- Created the Timmins LIP Advisory Council to move things along.
- *Knowledge building processes and challenges:* Establishing a database for newcomers with sufficient info, a list of the service providers in the community, and a demand profile from the business community to better understand what kinds of skill sets they are expecting from newcomers.
- *Significance of Scale:* How to attract and engage newcomers in a small city.

**Ines Sousa-Batista (City of Guelph, Guelph LIP)**

- *Knowledge-building process*: Conducted literature review, environmental scan, and community consultations. This information will go to LIP council, then advisory council, then back to the community for consultations.
- *Relationship building*: Challenges associated with consultation process. Concerns have been expressed about possible consultation overload and the inopportune timing of summer consultations.
- Broad principles of the strategy (although not yet written): Ensuring a holistic approach that does not segregate the newcomer community (i.e. visible minorities/whites, new-newcomer/established newcomers) and looks at the best interests of all, not only those that are being served.
- Asset-building approach which respects and builds upon the assets which are already present in the community.

**Diane Dyson (Manager of Planning and Research, WoodGreen Community Services, Toronto East LIP)**

- Significance of attitude to planning processes: Strategic planning is not about planning the route in advance but rather being adventurous and seeking out those unexpected opportunities and conversations.
- Key factors determining outcomes: Political will and technical abilities are the factors involved in what has been and can be done.

**John Biles (Special Advisor, CIC)**

- Policy legacy: WCI is a brilliant move forward from what Metropolis began.
- *Knowledge dissemination*: Metropolis is a great resource for best-practices and to know what work has been done across Canada.
- *Relationship building*: Urban planners need to be involved.
- *Relationship building*: The more federal and provincial departments on the councils the better and may lead to stronger partnerships between the two.
- *Knowledge aggregation*: Challenge is to aggregate the info, experiences, and tools of all the LIPs.
- *Relationship building*: Best practices involve the larger community right from the start in order to get their input on the creation of the plan itself and then consult people in the know that can direct the strategy.
- Significance of engagement processes to the process of writing the strategic plan itself: The document cannot be just about writing, it represents an opportunity for engagement.
- Importance of clearly defining what you are talking about (e.g., newcomer) to ensure that everyone is on the same page.

**1:30 –2:00 PM: Research Partnerships – Working with the Welcoming Communities Initiative**  
**Moderator: Victoria Esses, WCI Co-Chair**

Description of WCI. Discussion enabled by power-point presentation.<sup>3</sup>

- Major project goals
- List of key players
- List of initial projects
- List of projects funded by Citizenship and Immigration Canada, Ontario Region
- Working with the LIPS

**Huda Hussein (Corporation of the City of London, London & Middlesex LIP)**

How is this partnership working in London?

- Benefits related to credibility: Bridge between community and researchers brings credibility to the work of LMLIP council.
- Benefits related to knowledge building: WCI had an initial database on agencies in London and Middlesex and LMLIP built on this; together developed a Capacity and Needs inventory, directory, and mappings
- Partnership institutionalized in governance structure where researchers are part of key stakeholders. Research expertise and theoretical knowledge is incorporated into Council discussions and decisions.

**Carl Nicholson (Executive Director of the Catholic Immigration Centre, Ottawa LIP)**

Benefits of LIPs/WCI partnership are as follows:

- Benefits for LIP: access to tools/research/information/support/validity
- Benefits for WCI: validity/new perspectives
- Both groups have the same general goals: to further understanding of immigrants and the issues surrounding them.

**2:00 – 3:00 PM: Free Discussion and Further Reflections**

**Moderator: Cathy Woodbeck, Thunder Bay LIP Lead**

- Need to create a process of communication (both with other LIPs and internally within Citizenship and Immigration Canada.
- Develop a regional approach that will facilitate involvement of additional sectors (LIPs will contact new partners and CIC will also contact them so that a two pronged approach exists to help with the attraction of new partnerships/funders).
- *Knowledge building and dissemination*: The need to know best practices and to create a database for the future (CIC will send out a template to collect this info shortly).
- Annual conference suggested. Possible topic: moving away from planning to implementation practices.

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<sup>3</sup> Esses's power-point presentation included as Appendix 3.

- *Knowledge dissemination:* Need for a public forum/web site to share and develop information: WCI website was proposed.
- *Knowledge building:* Possible discussion paper on the composition and functioning of the LIPs.
- *Relationship building:* Importance of building linkages and relationships across all LIPs in order to create a shared advocacy agenda. Larger voice will get more done on some of the key issues that affect all the LIPs. Possibility of coming together to determine data needs and expedite retrieval.
- *Significance of local context:* While it is important to consider the commonalities between the LIPs, one of their most important features is their ability to address the specifics of the local context (the intended place based approach). Each local context has its own challenges and opportunities.
- *Relationship building:* Significance of building stronger ties to the Francophone community.
- There are two arguments that will get support from CIC: (1) leveraging money from sources outside of CIC and (2) evidence that LIPs are engaging with more than CIC funded services (school boards, health care, etc).

### **Summary of Common Themes Throughout Report**

The following list summarizes a number of common themes which have been highlighted throughout this report:

- The central significance of relationship and partnership-building processes. The importance of time in the building of trust relations The need to consider capacity differences, the challenges and constraints associated with these processes, and the importance of developing procedures and norms of conduct that are conducive for creative policy processes.
- The importance of the individual solutions given the specific nature of the communities – and the possibilities for cross project sharing of good practices and cross project learning
- The significance of the relationship between the municipality and the settlement sector in terms of how this builds legitimacy as well as resource capacities.
- The significance of scale (the size of the community) in relation to matters of capacity, priority setting, and LIP processes.
- The significance of capacity inequalities in relation to funding opportunities and processes, relationship and partnership-building processes, and policy and knowledge-building processes.
- The importance of the clarification of the CIC funding for partnership-building processes, capacities, and for securing buy-in.
- The significance of knowledge-building, aggregation, and dissemination. The significance of how knowledge is being co-constructed in these new policy processes. The need to move from the construction of knowledge to the aggregation and dissemination of knowledge as part of these policy processes.

Most broadly, and encapsulated in each of these themes, is the significance of local context as this relates to LIP structures and processes.

## APPENDIX ONE

# *Welcoming Communities Action Research on the Local Immigration Partnerships: Setting the Scene*



Neil Bradford, University of Western Ontario  
April 30 2010



## *A Changing Policy Context*

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**Immigration policy: "A period of challenge and change"**

- *Evidence of low incomes/poverty for immigrants and risks of social exclusion*
- *Recognition of more complex, specialized newcomer needs amidst economic recession and restructuring*
- *Recognition of need to connect short term immigrant settlement with longer term societal integration and civic engagement*
- *Growing interest in attracting and retaining newcomers in smaller cities, towns and rural communities*
- *Concern about effectiveness of existing settlement and integration programming in new conditions*

**These trends/pressures call for new structures, relationships, and delivery vehicles (and several high level policy reviews now underway in the sector)**





## *LIPs: A Promising Social Innovation*

**Social Innovation: bringing new ideas and partnerships to solve complex social problems**

**2010 Parliamentary Committee: *"The Committee believes the LIPs have great potential. They could bring together diverse parties who might otherwise not collaborate on immigrant settlement initiatives"***

### **The LIPs as a Social Innovation?**

1. **Bottom-up, community driven ("grounded in real life immigrant circumstances")**
2. **One size does not fit all ( "tailored to diversity of places from metropolitan centers to rural communities")**
3. **Holistic intervention ("cohesive supports along the settlement-integration continuum")**
4. **Bridging and Linking: ("joining newcomers and mainstream institutions, leveraging economic, social, cultural interactions")**
5. **Resilient and Responsive: ("adapt to local priorities, meet the pressure points and crises")**



## *Making Connections: Community Practitioners, Policy Makers, Academic Researchers*

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**Transformational Change: not always easy and evolves collaboratively**

**All parties must:**

- *recognize each other's perspectives/assets/constraints*
- *respect different forms of valuable knowledge – tacit/experiential and formal/theoretical*
- *address possible tensions in collaboration and make these learning opportunities*

**Requires a "common strategic platform":**

- *for trust relations and a system wide capacity for innovation*
- *for a robust "community of learning and practice" that continuously leverages its collective assets*
- *LIPs are this platform and our workshop is an opportunity to connect, share, and learn as we move forward together*

## APPENDIX TWO






## The context

❖ In 2002, important provisions on language were introduced in the new *Immigration and Refugee protection Act* .

❖ In March 2002, the Minister of Citizenship and Immigration announced the creation of the Citizenship and Immigration Canada-Francophone Minority Communities Steering Committee (Steering Committee), which brought together community representatives, Citizenship and Immigration Canada (CIC) executives, and representatives of other federal and provincial departments.




❖ In November 2003, the Steering Committee released the *Strategic Framework to Foster Immigration to Francophone Minority Communities (Strategic Framework)*.




## THE FIVE OBJECTIVES OF THE FRAMEWORK

1. Increase the number of French-speaking immigrants to give more demographic weight to FMCs. (Francophone Minority Communities)
2. Improve the capacity of FMCs to receive Francophone newcomers and to strengthen their reception and settlement infrastructures.
3. Ensure the economic integration of French-speaking immigrants into Canadian society and into FMCs in particular.
4. Ensure the social and cultural integration of French-speaking immigrants into Canadian society and into FMCs.
5. Foster the regionalization of francophone immigration.




❖ Armed with this experience, the Steering Committee has proposed a strategic plan to speed up and better coordinate the efforts being made to achieve the five objectives set out in the Strategic Framework. The Steering Committee estimates that it will take 15 years to reach the annual target of 8,000 to 10,000 French –speaking immigrants to FMCs, as proposed in the Strategic Plan.



❖ The *Strategic Plan* addresses immigration to Francophone minority communities ( FMCs)

❖ All Francophones living in provinces and territories other than Quebec are considered part of the FMCs. Section 23 of the *Canadian Charter of Rights and Freedoms* grants these communities educational rights, while section 41 of the *Official languages Act* (OLA) confirms the federal government's commitment to enhancing their vitality

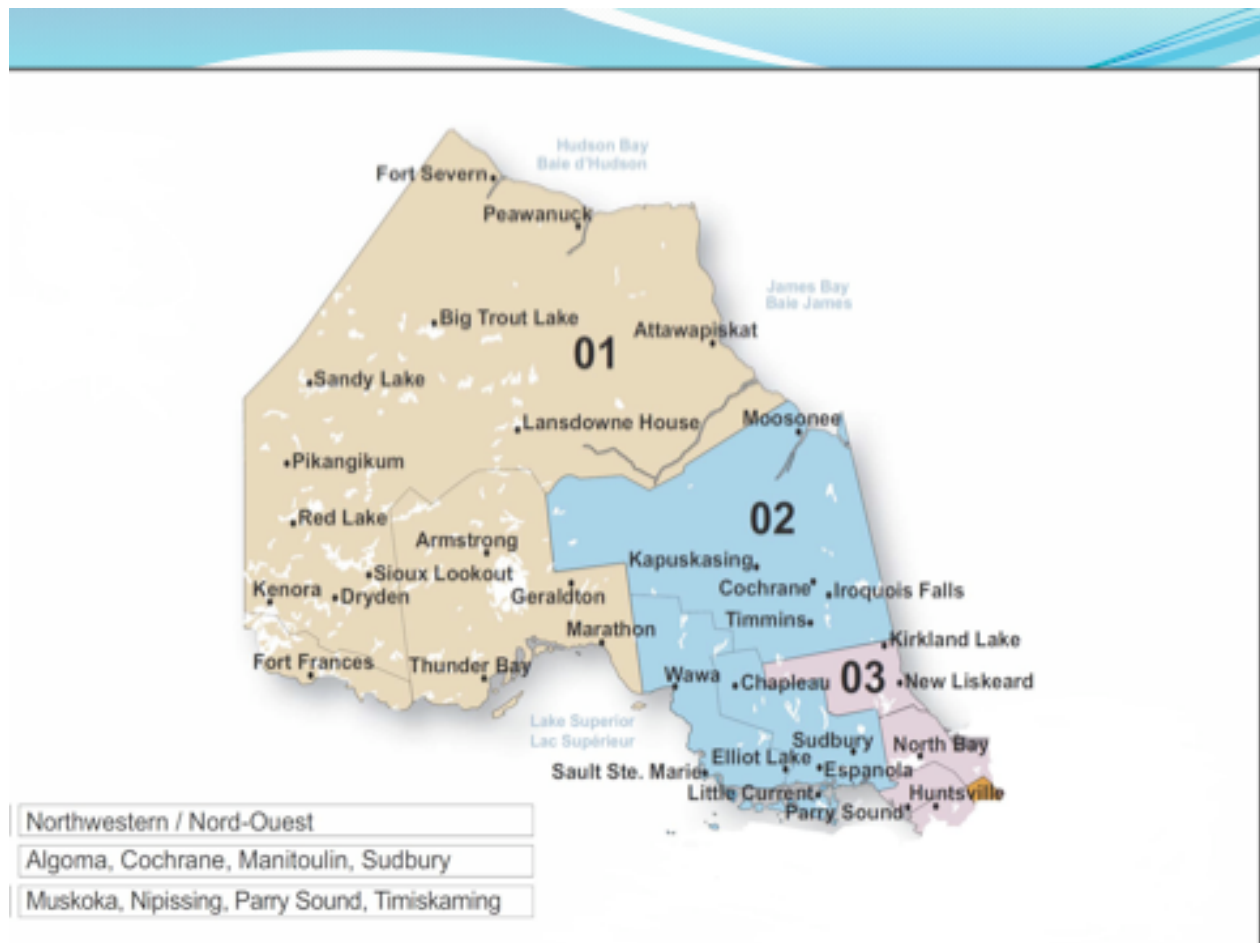


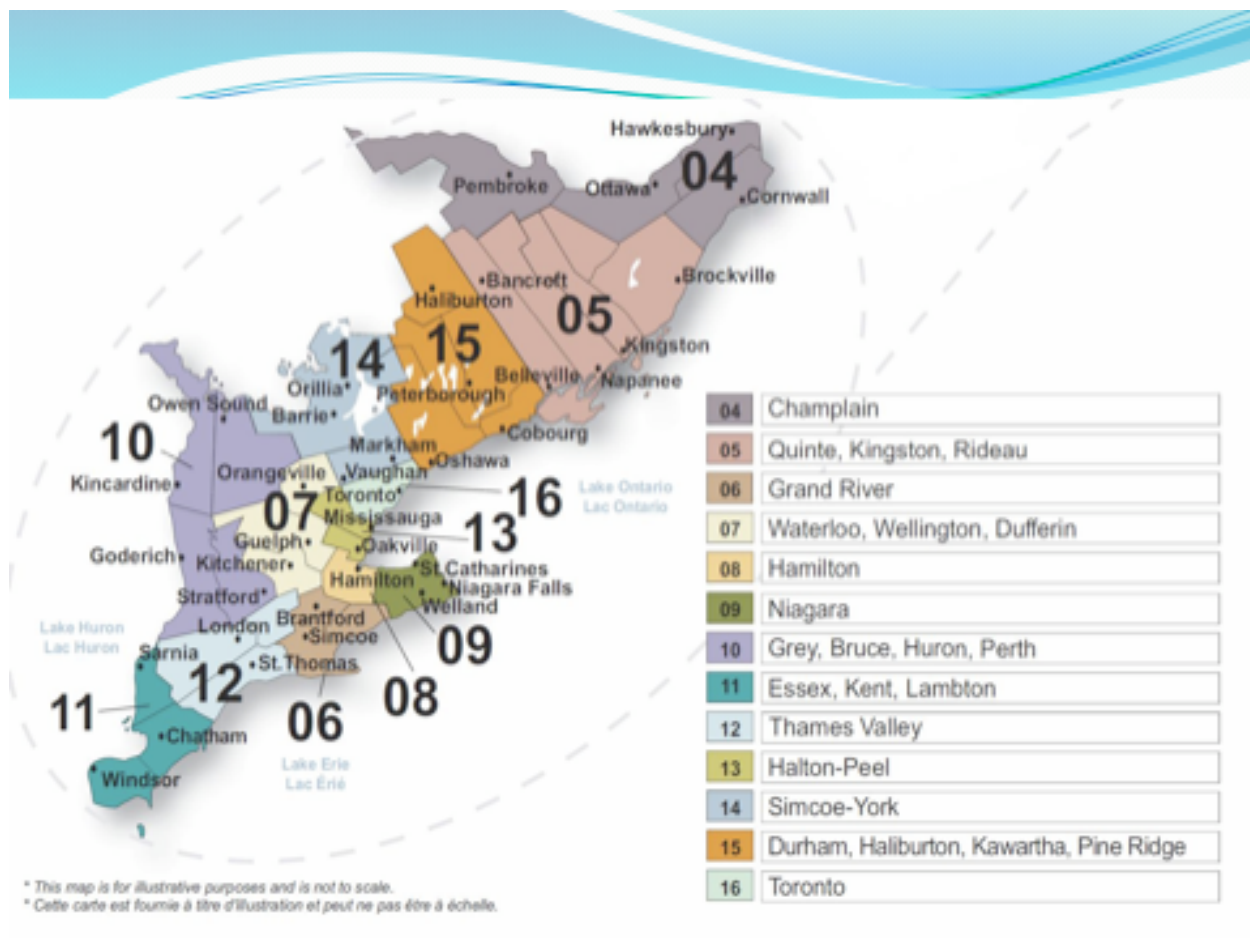


❖The *Strategic Plan* calls for the proactive management of a series of long-term initiatives. The section on the implementation of the Plan proposes, for 2006-2011, strategies for better integrating French-speaking immigrants who already live outside Quebec, as well as the recruitment, integration and retention of new French-speaking immigrants.

## The Strategic Plan requires sustained efforts, including the following:

- Raising awareness in local communities of the potential benefits of immigration;
- Creating partnerships to optimize the use of available resources in recruiting, integrating and retaining immigrants;
- Establishing connections abroad with potential immigrants;
- Promoting FMCs abroad;
- Setting up reception services in French in the communities that receive immigrants;
- Establishing solid links between the communities and the government stakeholders;
- Inserting language clauses into all federal-provincial/territorial immigration agreements and developing methods and tools to assess the impact of those clauses;
- Updating information about Francophone minority communities on the CIC Web site;







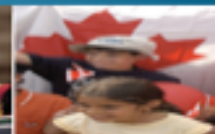
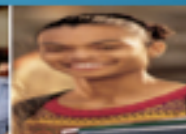
**Merci!**  
**Thank you!**



**Welcome**  
Citizenship and  
Immigration Canada



**Bienvenue**  
Citoyenneté et  
Immigration Canada



## APPENDIX THREE

# Welcoming Communities Initiative



## **Major Project Goals**

- 1) Strengthen municipal capacity to attract and benefit from diversity, particularly in 2<sup>nd</sup> and 3<sup>rd</sup> tier Ontario cities
- 2) Strengthen the capacity of the voluntary sector to contribute to equitable and inclusive communities
- 3) Maximize the economic benefits of diversity, particularly for 2<sup>nd</sup> and 3<sup>rd</sup> tier Ontario cities
- 4) Contribute to policy and program development by federal and provincial ministries

- 5) Understand barriers to social cohesion, and test and implement strategies for creating and sustaining communities in which all members feel comfortable and valued
- 6) Share findings and recommendations widely
- 7) Train highly skilled personnel: training opportunities for students, postdoctoral fellows, community personnel, faculty



## **Key Players**

- Researchers at 17 Ontario Universities
- Universal Service Providers
- Immigrant-Serving and Ethnocultural Agencies and Associations
- School Boards
- Municipal and Regional Government Departments
- Association of Municipalities
- Business and Employment Associations and Networks
- National Associations
- National Research Organizations
- Provincial Government Departments
- Federal Government Departments

## **Initial Projects**

- City Profiles, and Inventories and Audits of Local Resources, Services, and Structures
- Characteristics of a Welcoming Community: Citizenship and Immigration Canada, Integration Branch
- Making Ontario Home - Newcomer Settlement Services Needs and Use: OCASI and MCI

## **Projects Funded by Citizenship and Immigration Canada, Ontario Region**

- WCI Action-Research on Local Immigration Partnership Councils (LIPs)
- Opinion Leader Interviews: Views on Cultural Diversity and Immigration
- Antiracism and Antidiscrimination Observatory
- Policing Newcomers: Policy, Training and Practice
- Perceptions of Discrimination in Health Services Experienced by Immigrant Minorities in Ontario
- Barriers to Health Service Utilization by Immigrant Families Raising a Disabled Child

## **Working with the LIPS**

- Partnering on development of City Profiles, and Inventories and Audits of Local Resources
- Research support for LIP Councils
- Working together toward mutual goals