

**Local Immigration Partnerships and the Réseaux en
immigration francophone:
Strategies for Increasing Alignment and Collaboration and
for Developing Performance Measurement Tools**

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CONTENTS

EXECUTIVE SUMMARY	7
INTRODUCTION AND BACKGROUND	12
OVERVIEW OF STUDY METHODOLOGY	14
LIPS AND RIFS: OPPORTUNITIES FOR COLLABORATION AND MUTUAL ASSISTANCE	16
Strategic Objectives	16
Scale and Geographic Scope	17
Activities and Institutional Engagement	19
Existing Connections between the LIPs and RIFs	26
Recommendations for Promoting Collaboration	28
PERFORMANCE MEASUREMENT AND EVALUATION	31
Current Performance Measurement Tools Used by the Local Immigration Partnerships and the Réseaux en immigration francophone	31
<i>Performance Measures Currently Used by the Local Immigration Partnerships</i>	31
Systematic Recording of Outputs and Outcomes by LIP Staff	32
Data Collected from Individuals Participating in the LIP and from Those Attending LIP Activities and Events	32
Data Collected in the Broader Community	33
Analysis of Large Scale Pre-Existing Datasets to Examine Community Level Variables.....	33
<i>Performance Measures Currently Used by the Réseaux en immigration francophone</i>	34
Systematic Recording of Outputs and Outcomes by RIF Staff	35
Data Collected from Individuals Participating in the RIF and from Those Attending RIF Activities and Events	35
Data Collected in the Broader Community and Analysis of Large Scale Pre-Existing Datasets to Examine Community or Region Level Variables	36
<i>LIP and RIF Perceptions of the Annual Performance Report for Community Partnerships</i>	36
Suggested Strategy for How Community-Driven Measurement Tools Can Be Better Linked to CIC’s Efforts to Assess Progress and Success of the LIPs and RIFs, and in CIC’s Development of Evaluation Instruments	37
Considerations in Developing Performance Measurement Tools that will Contribute to the Work of the LIPs and RIFs, and will Feed into CIC’s Evaluation Strategy	38
Proposed Performance Measurement and Monitoring Tools	40

<i>Systematic Recording of Outputs and Outcomes by RIF and LIP Staff</i>	42
Partnerships and Collaborations	42
Increased Capacity to Implement Strategic Plans to Support the Settlement and Integration of (Francophone) Newcomers and Foster Welcoming Communities	43
Enhanced Engagement and Awareness of Needs and Issues Surrounding (Francophone) Immigration among a Wide Array of Actors	43
Leveraging of Resources	43
<i>Data Collected from Individuals Participating in the RIF or LIP and Attending RIF or LIP Activities and Events</i>	44
Partnerships and Collaborations, Information Sharing, and Engagement of a Diversity of Players	44
Information Sharing, Engagement of a Diversity of Players, Increased Awareness, and Increased Capacity to Support the Settlement and Integration of (Francophone) Newcomers	45
<i>Data Collected in the Broader Community</i>	45
Responsiveness of Mainstream Services to the Needs of (Francophone) Immigrants and Communities, and Coordination of Services	45
Welcoming, Receptive Communities	46
Enhanced Knowledge, Accessibility and Uptake of Services by (Francophone) Immigrants, and Economic, Social, Civic, and Cultural Integration	46
<i>Analysis of Large Scale Pre-Existing Datasets to Examine Community or Region Level Variables</i>	47
Attraction and Retention of (Francophone) Immigrants	47
Increased Uptake of Services	47
Community Welcome-ability	48
Economic and Socio-Cultural Integration of (Francophone) Immigrants	48
Future Possibilities	48
Next Steps	49
REFERENCES	50

APPENDICES

Appendix A: Maps Showing the Location of the Local Immigration Partnerships and the Réseaux de soutien à l’immigration francophone	53
Local Immigration Partnerships Across Canada	54
Local Immigration Partnerships: Provincial Details	55
Francophone Immigration Networks Across Canada	56
Northern Ontario Local Immigration Partnerships and Francophone Immigration Networks	57
Southern Ontario Local Immigration Partnerships and Francophone Immigration Networks	58
Details of Northern Ontario Local Immigration Partnerships	59
Details of Southern Ontario Local Immigration Partnerships	60
Details of Northern Ontario Francophone Immigration Network	61
Details of Central South-Western Ontario Francophone Immigration Network	62
Details of Eastern Ontario Francophone Immigration Network	63
Appendix B: Census Geographies for the Local Immigration Partnerships and the Réseaux en immigration francophone	64
Local Immigration Partnerships	65
Toronto LIP Neighbourhoods	70
Réseaux en immigration francophone	71
Appendix C: Key Organizational Members Participating in the Selected Local Immigration Partnerships and the Réseaux en immigration francophone.....	73
Nova Scotia RIF – LIP Organizational Membership and Organizational Overlap	74
Newfoundland and Labrador RIF – LIP Organizational Membership and Organizational Overlap	75
Northern Ontario RIF – LIP Organizational Membership and Organizational Overlap	76
Eastern Ontario RIF – LIP Organizational Membership and Organizational Overlap	80
Central South-Western Ontario RIF – LIP Organizational Membership and Organizational Overlap	85
Alberta LIP – RIF Organizational Membership and Organizational Overlap	88
British Columbia LIP – RIF Organizational Membership and Organizational Overlap	90

Appendix D: Templates Used for Document Analysis and Interviews	91
Document Analysis Template	92
Interview Script	96
Appendix E: List of Individuals Interviewed	107
Local Immigration Partnerships: Staff and Members	108
Réseaux en immigration francophone: Staff and Members	109
Citizenship and Immigration Canada NHQ	111
Citizenship and Immigration Canada Regional Offices	112
Fédération des communautés francophones et acadienne du Canada	112

EXECUTIVE SUMMARY

Citizenship and Immigration Canada supports two distinct networks relating to immigration: the Réseaux en immigration francophone (RIFs) and the Local Immigration Partnerships (LIPs). Both networks involve collaborative governance arrangements among multiple stakeholders, including service providers and mainstream organizations. Broadly speaking, their goals are to improve coordination among the players working with immigrants to ensure that the benefits of immigration for communities are realized. This includes the promotion of welcoming communities and strategies to facilitate the full integration of immigrants into communities. In the case of the RIFs, the communities are Francophone minority communities, with an emphasis on attracting and retaining Francophone newcomers and strengthening Francophone institutions.

In this context, this project undertook an in-depth analysis of the scope, structure, mandate, activities, and performance measurement strategies of the RIFs and LIPs with two goals in mind. The first goal was to provide advice on new avenues for alignment and promotion of synergies between the RIFs and LIPs. The second goal was to offer recommendations for a coordinated performance measurement and monitoring strategy that takes into account both the broad objectives of Citizenship and Immigration Canada and the more community-driven mandates of the RIFs and LIPs.

The project employed a multi-method approach involving document analysis, interviews, and mapping of the geographic coverage and major institutional participants in the LIPs and RIFs. In addition to analyses at a broad level, we conducted detailed analyses of a sample of seven RIFs and thirteen LIPs across the country, in locations where RIFs and LIPs co-exist. The interviews included the leads and staff of the targeted RIFs and LIPs, representatives of organizations participating in the targeted networks, and local CIC officers. Interviews were also conducted with CIC NHQ officials and with the FCFA.

Opportunities for Collaboration and Mutual Assistance

Based on a comparison of the strategic goals that animate the LIP and RIF networks, our study concludes that – notwithstanding differences in focus, scale and organization – there exists a reasonable presumption that the two networks can exchange promising practices, share common tasks, and engage in other forms of collaborative behaviour.

Five potential areas of synergy were identified. These derive from the mandates and strategic objectives of the networks, the types of institutions they engage, and the activities they undertake. The potential areas of synergy are: (1) Analytic and consultative activities; (2) Information dissemination and awareness raising; (3) Leveraging: funding and partnerships; and (4) Implementation activities. A fifth area – measuring outcomes – is discussed in the section on performance measurement.

Analytic and consultative activities for planning, priority setting and stakeholder engagement
Since they are intended to operate primarily as networks, the effectiveness of the LIPs and RIFs depends on the range and nature of the relationships they construct, as well as the quality, rigour and reach of the strategic platforms they develop. Our study found considerable evidence of

similarities between the networks in terms of their analytic and consultative activities and stakeholders, leading us to conclude that LIPs and RIFs would at times benefit from working together on these activities and from exchanging relevant information.

Disseminating information and raising awareness

Both LIPs and RIFs disseminate information aimed at enhancing the welcome extended to newcomers by the host population; raising awareness among institutions of newcomer service needs; and, making universal service providers aware of the importance of adapting their programs to better serve immigrants.. Our study found numerous areas of overlap where the two networks can – and, in some instances, do – make common cause.

Leveraging and partnering

Both LIPs and RIFs utilize their convening capacity and their social capital to promote the development of service partnerships, to leverage investments, to persuade organizations to adapt their services to better suit newcomers, and to help partners and stakeholders finance their activities. Our analyses suggest that by working together, the two networks could extend their influence to a broader constituency, providing additional opportunities for agencies to partner, to solicit financing, and to establish synergistic partnerships.

Implementation activities

LIPs and RIFs report involvement in similar implementation activities aimed at creating instruments for their own use or for use by partners and stakeholders. The activities and products included integration tool kits, teaching guides, instruments for assessing receptivity among service organizations, and capacity building or capacity ‘adding’ activities. Based on similarities in the activities, products and partners reported by RIFs and LIPs, our study concludes that systematic reviews of collaborative undertakings and best practices would benefit both networks.

Recommendations for Promoting Collaboration

Our recommendations are modest and build on current connections between the networks. This reflects the lack of definitive empirical evidence confirming the benefits of various forms of collaboration. Because of network complexity and critical questions about the motivations of key actors, we suggest that the recommendations be pilot tested and evaluated prior to full implementation.

Recommendation One: Interlinked Governance

It is recommended that the LIPs and RIFs be encouraged to offer a seat on their main policy body to representative(s) of the reciprocal network(s). In addition, minutes from the main LIP and RIF meetings should be available in both official languages so that they can be shared extensively.

Recommendation Two: Interlinked Planning

It is recommended that, as part of their cyclical strategic and activity planning process, LIPs and RIFs be encouraged to explicitly develop plans for conducting joint activities. In order to incent this integrated planning process, CIC should consider establishing a small funding pool to be allocated to joint activities. If, following evaluation, it is determined that joint planning yields

positive outcomes, a joint planning component can be added to the CFP process to promote network interactions.

Recommendation Three: Mapping of Francophone Activities and Assets within LIP Catchment Areas

It is recommended that a detailed mapping be conducted of Francophone populations, Francophone mainstream and educational institutions, key programs and services, community assets, and service gaps for *each* LIP catchment area in order to improve LIP awareness of Francophone institutions.

Recommendation Four: Analysis of Network Barriers to Collaboration

It is recommended that a study be conducted to examine factors that act as barriers to collaboration between the networks, including distance, language barriers, and motivational factors, with a view to overcoming barriers and increasing network interactivity.

Recommendation Five: Demonstration Workshops

It is recommended that CIC encourage – and subsidize – a limited number of *collaborative* LIP-RIF workshops. These would focus on topics of mutual interest, including: (i) Strategies for engaging employers and making use of available supports; (ii) Strategies for enhanced municipal engagement in economic development, social services, sports and recreation, and cultural activities (iii) Strategies for enhancing partnerships with health organizations, including regional health units and hospitals; (iv) Strategies for joint collaboration with schools, school boards and other educational institutions; (v) Strategies for involving cultural and service institutions in attracting and retaining newcomers.

Recommendation Six: Collaborative Promising Practice Studies and Related Exchanges

It is recommended that the LIPs and RIFs undertake a series of joint promising practice studies on topics of mutual interest. Examples of practices would be drawn from both networks and analyzed to determine their applicability for transfer. The topics would be identified by the networks as part of their annual planning cycle. To build support for the idea, it is recommended that CIC sponsor several studies on topics that hold broad appeal.

Performance Measurement and Evaluation

Given their unique nature as coordinating and strategic planning bodies, rather than service deliverers, until recently there was not a systematic process in place to assist the RIFs and LIPs with performance measurement and monitoring. The recent introduction of the Annual Performance Report for Community Partnerships (APRCP) shows promise in this regard, though feedback from the RIFs and LIPs and our own analyses suggest that this annual report will need some adjustment and complementary measures to more fully capture the important outcomes of the RIFs and LIPs.

Current Performance Measurement by the LIPs and RIFs

Almost all of the LIPs analyzed in this project have engaged in some form of performance measurement on a relatively regular basis. They use a wide variety of tools and measures for this

purpose, ranging from systematic recording of activities, products, and new partnerships and collaborations at the LIP level, to analysis of large-scale pre-existing datasets at the community level. While the range and creativity demonstrated in developing and analyzing these measures is laudable, it is not necessarily efficient, cost effective, or optimal for tracking progress over time and for making comparisons across LIPs. In addition, some LIPs have struggled to develop performance measures that meet their needs, and have expressed frustration in this regard.

In contrast to the LIPs, expectations that the RIFs would collect performance data have been less clear, with the result that the RIFs have been less likely to systematically collect performance measures to date, and those that have engaged in performance measurement tend to focus on a small number of indicators. In addition, some RIFs have expressed difficulty in developing, gathering, and utilizing performance measures.

Proposed Performance Measurement and Monitoring Strategy

At present, aside from the APRCP, the LIPs and RIFs tend to operate in isolation in their collection of performance measures, and do not benefit from sharing tools, experience, and collective expertise. This seems inefficient and drives up costs, as well as reducing overall effectiveness. LIP and RIF staff are generally not experts in performance measurement and either design measures based on their own ability to do so or individually hire consultants to assist with performance measurement and pay for custom tabulations of large scale pre-existing datasets.

To remedy this situation, we suggest that a pool of common tools be developed for the LIPs and RIFS from which each LIP and RIF would complete a small number of required core measures on a regular basis (annually or biennially), while having the flexibility to select additional discretionary measures from the pool to complete as needed. That is, a small number of core measures would be completed by all LIPs and RIFs, with the discretionary measures available for additional data collection as needed to support performance measurement and planning. Such a toolkit would improve efficiency and reduce the resources required for performance measurement, both in terms of coordinator time, and data collection and analysis costs. A common pool of measures, while allowing some flexibility to LIPs and RIFs, would also provide a degree of consistency for purposes of comparison and, importantly, for measuring progress over time and developing a cumulative body of knowledge about the outcomes of the LIPs and RIFs. At present, the variety of measures that are utilized does not optimize comparisons, collaborations across partnerships, learning from other partnerships, nor the accumulation of evidence to support knowledge of the outcomes potentially attributable to the LIPs and RIFs, which is essential for CIC's efforts to assess progress and success.

A toolkit of common performance measurement tools would require refreshment and updating as the LIPs and RIFs progress in their activities, as new ideas for performance measurement arise, and as new data become available. In addition to the common pool of measures, we suggest that in any given year, a subset of LIPs and RIFs might choose or be encouraged to experiment with new procedures and measures on a pilot basis. Successful measures could then be nominated to the pool. In addition, we propose that workshops that include researchers and both LIP and RIF coordinators be held from time to time to discuss new measurement tools. These tools would take advantage of the availability of new strategies in the literature and the availability of new

datasets for performance measurement. They would also respond to new performance measurement needs by the LIPs and RIFs. A small committee – including both LIP and RIF representatives and researchers – could be convened on an ad hoc basis to evaluate the nominations from the LIP and RIF experiments and the outcomes of the workshops.

At a basic level, the performance measures must be relevant and focus on the targeted outcomes of the LIPs and RIFs, including both short term and long term outcomes. Some measures would be similar across the LIPs and RIFs, though their scope would differ, with the RIFs covering larger geographic regions and focusing on Francophone minority immigrants and communities within these regions. Targeted measures for the LIPs and RIFs will also be required where their expected outcomes differ. Of critical importance, in order to ensure a valid set of measures, the measurement toolkit must go beyond self-report of outcomes by LIP and RIF staff, which may be subject to social desirability. That is, the toolkit should include not only qualitative and quantitative measures that solicit responses from LIP and RIF staff, but also measures that are completed by individuals involved with the LIP or RIF (e.g., involved in governance or activities); and measures collected from individuals who are not directly involved with the LIP or RIF but are the ‘target’ of outcomes, including representatives of mainstream organizations, (Francophone) immigrants, and members of the community at large. Measures that have previously been validated would prove especially useful for this purpose. We recommend that where feasible, data be collected by a disinterested third party to ensure reliability and consistency across locations. Analyses of large-scale pre-existing datasets would complement the primary data collection, and would provide a picture of communities at large (including LIP cities or towns, RIF regions or provinces, and Francophone minority communities).

In the report, we present suggestions for an initial set of measures to address the targeted outcomes of the LIPs and RIFs. The measures can be classified using the following categories: (1) systematic recording of outputs and outcomes by LIP/RIF staff; (2) data collected from individuals participating in the LIP or RIF, and attending LIP/RIF activities and events (3) data collected in the broader community; and (4) analysis of large scale pre-existing datasets to examine community level or region level variables.

With a few exceptions, the first two categories tend to align with assessments of proximal, short term outcomes, and the last two categories with more long term outcomes. Again, with some exceptions, the first two categories may be seen as more subjective and the latter two as more objective. The classification is also useful for practical considerations of who and what would be required to collect these measures, and the resources needed to do so.

In terms of next steps, if the proposed measures are to be utilized, several decisions and activities will need to be undertaken. First, a decision will need to be made about which measures will be mandatory and which discretionary. This should be based on the feasibility, cost, reliability and validity of the different measures, and the diversity of common indicators desired. Second, a prioritization exercise would be useful for ensuring that the performance measures appropriately feed into CIC’s evaluation strategy, and are assembled and weighted according to how important and central they are to the goals of the LIP and RIF programs. We suggest that consultations be undertaken to address these issues and to work toward consensus on how best to use performance measures to support the work of the LIPs and RIFs and evaluate their contributions.

INTRODUCTION AND BACKGROUND

Within the last ten years, Citizenship and Immigration Canada has initiated and funded two types of networks relating to immigration: the Réseaux en immigration francophone (RIFs) and the Local Immigration Partnerships (LIPs). The RIF networks were initiated in 2003 with 13 RIFs now operating across the country, and the LIP networks, initiated in 2008, now include 39 LIPs in Ontario, the Atlantic, and Alberta, with more to be launched shortly. While the RIFs are generally provincial networks, with the exception of three RIFs in Ontario, the LIPs tend to be more locally-based, though a few span large regions. Both the RIFs and the LIPs involve collaborative governance arrangements among multiple stakeholders, including service providers and mainstream organizations, and, broadly speaking, are intended to improve coordination among players working with immigrants to ensure that the benefits of immigration for communities are realized. This includes the promotion of welcoming communities and strategies to facilitate the full integration of immigrants into communities. In the case of the RIFs, the communities in question are Francophone minority communities, with a particular emphasis on attraction and retention of Francophone immigrants in these communities, and the preservation and strengthening of Francophone institutions.

Despite some evident commonalities, and recent efforts to align the work of the RIFs and LIPs, more detailed analyses of interrelations and alignments in the operations and goals of the two types of networks, how they might work most effectively together, and whether promising practices exist in this regard would prove useful. A report prepared for Citizenship and Immigration Canada in 2012 (Andrew & Paquet, 2012) provides some preliminary analyses of LIP-RIF connections in Ontario, but does not provide specific guidelines for action. Similarly, despite some initial steps, empirically-based performance measurement and monitoring tools for the RIFs and LIPs are not yet firmly established.

In this context, this project involves an in-depth analysis of the scope, structure, mandate, and activities of the RIFs and LIPs, with the goal of providing advice on new avenues for alignment and promotion of synergies, which builds on the work in this area to date. This advice focuses on how and where it would be useful to align network activities in order to optimize the performance of both networks, and provides empirically-based recommendations for enhancing their interface. Potential areas of synergy explored include analytic and consultative activities in support of planning, leveraging resources and funding, dissemination of information, implementation activities, and measurement of outcomes.

Of importance, given that many of the RIFs and LIPs have now been in operation for a sufficient period of time to have matured and to have implemented at least a first set of strategic plans, our analyses also focus on current performance measurement tools used by the RIFs and LIPs in working toward their strategic objectives. Based on these analyses, we provide empirically-based recommendations regarding strategies for utilization of performance measurement and monitoring tools that take into account both the broad goals of Citizenship and Immigration Canada and the more community-driven mandates of the RIFs and the LIPs. We also discuss strategies for linking community-driven measurement tools to CIC's efforts to assess progress and success, and to CIC's development of evaluation instruments (see also the report by Burstein & Tolley, 2011, on the effectiveness of place-based program evaluations). The ability to evaluate

the outcomes and success of the RIFs and LIPs is challenging, given that their mandates do not generally include direct service delivery, though some RIFs do seem to fund start-up projects for service delivery. The RIFs and LIPs generally work at a higher level, promoting collaboration, coordination, engagement, and awareness; setting strategic priorities for the province, region, or community, and supporting activities that target these priorities; and building capacity to serve and welcome newcomers. The challenge is how to measure these outcomes and appropriately attribute change to the work of the RIFs and LIPs.

Before we describe our study methodology, a few words on the contextual background of the RIFs and LIPs are warranted. In terms of the RIFs, in 2002, the CIC-Francophone Minority Communities Steering Committee was established with the mandate of developing strategies to increase the number of French-speaking immigrants in Francophone minority communities and to facilitate their reception and integration. The RIF program was then initiated in 2003 as a response to the recognition that francophone minority communities lacked the capacity to recruit, receive, and integrate French-speaking immigrants (CIC, 2003, 2006). Establishment of networks was seen as one way to coordinate Francophone immigration to a region and to ensure the availability of reception and settlement services for French-speaking immigrants (CIC, 2006). Since 2006, the RIFs have served as the cornerstone of the implementation of the Strategic Plan to Foster Immigration to Francophone Minority Communities (FCFA, 2014).

The LIP program was launched a bit later, in 2008, as part of Citizenship and Immigration Canada's Community Connections program. The LIP program came out of discussions by the Municipal Immigration Committee established in Ontario under the Canada-Ontario Immigration Agreement, and co-chaired by Citizenship and Immigration Canada, the Ontario Ministry of Citizenship and Immigration, and the Association of Municipalities of Ontario (Burr, 2011). The LIP program was launched in recognition of the importance of engagement at the local level, and with the express goals of increasing local capacity to provide services to and integrate newcomers, increasing local planning as envisioned in the modernized approach to settlement, and achieving improved outcomes for newcomers and the communities in which they settle (CIC, 2013). While originating in Ontario, the program expanded to other provinces in 2012 and is expected to continue to grow.

OVERVIEW OF STUDY METHODOLOGY

The project followed a multi-method approach, including document analysis, interviews, and mapping of the geographic coverage and major institutional participants in the RIFs and LIPs. Two levels of analysis were included. First, at a broad level, we examined key documents and interviewed key CIC NHQ and Regional officials as well as representatives of the FCFA regarding the RIF and LIP networks. These analyses focused on the RIF and LIP networks overall. In addition, at this comprehensive level, we obtained data and produced a mapping of the geographic coverage of all RIFs and LIPs currently in existence, as well as a listing of their census geographies (e.g., census divisions, subdivisions, or tracts included in each). This geographic mapping is available in Appendix A and the listing of census geographies is available in Appendix B. The maps provide an easy-to-interpret, bird's eye view of the location of the RIFs and LIPs, whereas the listing of census geographies provides details that will be useful for potential future analyses of quantitative data relevant to indicators of integration within the geographic territories covered by RIFs and LIPs (e.g., National Household Survey, IMDB, Canadian Community Health Survey).

At a more specific level, we focused on detailed analyses of documents and interviews with representatives of a sample of 7 RIFs and 13 LIPs across the country in locations in which RIFs and LIPs co-exist. The document analysis focused on documenting and comparing the scope, structure, mandate, and activities of the RIFs and LIPs through analysis of documents provided by the RIFs and LIPs and Contribution Agreement Schedule 1s provided by CIC. Analyses were also undertaken of the type of data they collect, including analyses of performance measurement tools currently used by the RIFs and LIPs to measure their own performance and assess their progress, and Annual Performance Reports for Community Partnerships (APRCPs) prepared for CIC. The document analysis template is available in Appendix D.

Interviews to follow-up on information that was unclear or unavailable from the document analyses and to obtain the opinions of a diversity of RIF and LIP participants were then conducted. Where possible, these interviews included leads and staff of the targeted RIFs and LIPs, representatives of organizations participating in the targeted RIFs and LIPs (including SPOs, mainstream organizations, and ethnocultural organizations), and local CIC officers. The full interview script is available in Appendix E, with specific questions targeted according to who was being interviewed. Interviews took place in English or French, depending on the preference of the interviewees, and were audio-recorded for later analysis. The full list of interviewees is available in Appendix F. For the targeted RIFs and LIPs, we also produced charts listing their key organizational members, and indicating shared members. The goal was to identify the specific types of organizations that play lead roles in one or both of these networks in terms of decision-making and/or leading activities, and the degree of overlap in lead organizations. The organizational charts are available in Appendix C.

There are currently 36 LIPs in Ontario, and one in each of Alberta, Nova Scotia, and Newfoundland, with applications approved for new LIPs in British Columbia, Alberta, Saskatchewan, and Manitoba. RIFs similarly exist in each of these provinces. Thus, our targeted sample included RIFs and LIPs in Ontario, Alberta, Nova Scotia, and Newfoundland, as well as

in British Columbia where some WCP partnerships were likely to be transforming into LIPs. A team was assigned to each location, as follows:

- The Eastern Ontario RIF and the Ottawa, Smiths Falls, and Peterborough LIPs (Caroline Andrew and Melissa Sharpe-Harrigan)
- The Central South-Western Ontario RIF and the Chatham Kent, London & Middlesex, and Toronto East Quadrant LIPs (Victoria Esses and Johanne Jean-Pierre)
- The Northern Ontario RIF and the Greater Sudbury, North Bay, and Thunder Bay LIPs (Meyer Burstein and Aurelie Lacassagne)
- The Alberta RIF and the Calgary LIP; the British Columbia RIF and the Surrey pre-LIP (in the application stage) (Gerry Clement and Julie Drolet)
- The Nova Scotia RIF and the Halifax LIP; the Newfoundland & Labrador RIF and the St. John's LIP (Michael Haan, Cathy Holtmann, and Sasha McEachern-Caputo)

In selecting the Ontario LIPs for analysis, we ensured that they represent the breadth of LIPs in the province in terms of: (i) LIPs for larger and smaller communities; (ii) urban and rural LIPs; (iii) LIPs in which there are more and less diverse populations and histories of diversity; (iv) Southern and Northern LIPs; and (v) LIPs that vary in whether they cover a single centre or a broader region.

Of note, the interview stage of the data collection underwent review by an ethics board at the University of Western Ontario. Prior to participation, interviewers informed prospective respondents that their participation was entirely voluntary and that they could terminate the interview and the audio-recording at any time. Consent to participate and to be audio-recorded was then obtained prior to commencing the interview.

LIPS AND RIFS: OPPORTUNITIES FOR COLLABORATION AND MUTUAL ASSISTANCE

As noted earlier, CIC has been core funding two pan-Canadian networks – LIPs and RIFs – whose objectives and methods overlap in some respects and differ in others. The nature of this overlap will be examined in some detail as this section develops.

In order to identify the opportunities that exist for mutual support between LIPs and RIFs, a good place to start would be to compare the two networks. To do this, our study examines the two networks along three major axes: (i) high level strategic objectives; (ii) scale and geographic scope; and (iii) major activities and engaged institutions. The third axis – network activities and institutional engagement – is where mutual assistance opportunities can be found.

While network similarity is an excellent marker for gauging potentially useful collaboration, it is important to note that it is by no means a pre-condition. Notwithstanding differences in objectives, scope, and scale, LIPs and RIFs could share research on labour markets; they could develop joint approaches to building relations with stakeholders, albeit for different purposes; and they could trade or exchange services based on different expertise and different areas of specialization. None of these transactions would require shared goals or identical geographic footprints.

A final point before getting into the analysis concerns the utility of exchanging promising practices. As our discussion makes clear, it is not necessary for the two networks to be homologous for practices in one network to be effective in the other – though similarity helps. Our contention is that extending the domain of promising practice research to include both LIPs and RIFs would increase the size of the idea pool, which would benefit both networks.

Strategic Objectives

As noted by Andrew and Paquet (2012), the mandates and strategic objectives of the LIPs and RIFs resemble each other in some areas but diverge in others. (This divergence is reduced when community objectives are taken into account.) As might be expected, the similarities and divergences express themselves in the institutions that the two networks engage (or do not engage) and the activities they undertake. The resulting patterns - of institutions and activities - shape the opportunities for inter-network learning and collaboration that are discussed in subsequent sections.

We begin by examining network similarities, drawing on the Roadmap for Canada's Official Languages 2013-2018 (Canadian Heritage, 2013) and CIC's logic models for the two networks. A fuller discussion of strategic goals and outcomes is contained in the section on performance measurement.

The following goals are held in common by the LIPs and RIFs. These goals play a crucial role in shaping the strategies and activities of the two networks:

1. To create durable partnerships involving multiple actors with a view to developing integrated plans and coherent priorities that reflect the interests of key stakeholders in welcoming and integrating newcomers.
2. To improve the coordination of services for newcomers with a particular focus on labour market integration, as well as social and civic integration.
3. To enlist the support of mainstream institutions – including federal, provincial, and municipal service providers, employers and other economic actors, quasi-public institutions, such as hospitals and school boards, and other community organizations – in adapting their programs and services to better fit the needs of newcomers.
4. To leverage resources from federal, provincial, municipal, private and other sources to improve the recruitment, integration and retention of newcomers.
5. To enhance awareness and, ultimately, uptake of settlement and integration services by prospective and newly arrived migrants.
6. To increase awareness by host communities and mainstream organizations of the benefits conferred by immigration in order to foster a more welcoming environment.
7. To attract immigrants and other newcomers to new destination communities. (Attraction is not formally identified by CIC as a strategic objective of the LIP initiative but it is a crucial element of the strategies developed by smaller and Northern centres across Ontario.)

Three core elements distinguish the RIFs from the LIPs. These are, first and foremost, the fact that RIFs are mandated to focus on Francophone newcomers while LIPs focus on all newcomers and do not always regard Francophone newcomers as a special priority; second, that RIFs strive to integrate newcomers into the Francophone minority community - hence the emphasis on cultural and educational institutions and on cultural integration - while LIPs work to integrate newcomers into the community at large; and, third, that RIFs do not focus on planning at the community level but, rather, at the provincial or regional level. The first distinction (based on target communities) generates opportunities for imitative exchanges and cooperative or shared practices, while the second and third distinctions generate opportunities for reciprocal exchanges that derive from the different and specialized strengths of the two networks.

Scale and Geographic Scope

Scale and geographic scope speak, respectively, to organizational capacity and to the terrain on which that capacity is applied. The measures are both distinguishable and important in their own right.

Scale is an important comparator because similarly sized organizations with similar objectives can be expected to have similar capacities to undertake research, to engage stakeholders, and to initiate and manage events, to name some of the activities that are common to both LIPs and RIFs. Scale similarities would also suggest that promising practices identified within one network could more easily be transferred to the other.

Estimates of (core) capacity for both LIPs and RIFs were provided by CIC in response to queries from the project team. According to CIC, individual LIPs receive between \$100,000 and \$500,000 per annum (from CIC), though very few LIPs get more than \$350,000. In 2012-13, CIC funded 38 LIPs across Canada at a total cost of \$8.5 million, or roughly \$223,000 per LIP.

By comparison, the thirteen provincial, territorial and regional RIFs are funded by CIC in the amount of approximately \$2.5 million, for an average allocation per RIF of roughly \$192,000. In terms of the distribution of funds, the top allocation tier of RIFs received, on average, \$442,000 in 2013-14; the next tier received \$188,000; the tier below received \$100,000; and, the bottom group of 3 RIFs received \$83,000. This places the average capacity of the RIFs at about 86 percent of the average LIP capacity. It should be noted that both LIPs and RIFs also receive other cash and in-kind contributions; however, accurate information on these contributions is not readily available. Based on this comparison, there is a reasonable presumption that the two networks should, to varying extents, be able to exchange promising practices, share common tasks, and engage in other forms of collaborative behaviour.

We turn now to issues of terrain and how differences in geographic scope impact collaboration between the LIPs and RIFs. Our analysis suggests four reasons why RIFs and LIPs can still collaborate:

- First, the idea that RIFs operate at the provincial level while LIPs are strictly local does not accord with practice on either side. Three separate RIFs operate in Ontario. These RIFs, as well as provincial and territorial RIFs operating elsewhere in the country, have evolved local connections and local machinery adding a place-based focus to their activities. At the same time, there are numerous LIPs that cover extended territory, including Northwest Ontario, Durham Region, Five Eastern Counties, and Renfrew and Lanark. This suggests that the challenges facing the RIFs are not entirely dissimilar to those experienced by the LIPs. Equally, the ‘solutions’ evolved by one network should have currency in the other.
- Second, Francophone populations are not randomly distributed within provinces but are concentrated in various centres, many of which (in Ontario) house LIPs. As a result, there exists an impetus for the two networks to engage the same mainstream institutions in pursuit of services directed at overlapping newcomer populations. (Mainstream institutions serve both Francophones and newcomers in general.) In Northeastern Ontario, for example, North Bay, Timmins and Sudbury are all important focal points for the RIF. They are also home to three active LIPs. This suggests that the two networks intersect in important ways at numerous nodal points.
- Third, comparisons that contrast spending on RIFs with spending on LIPs (in Ontario) – suggesting differences in capacity at a geographic level – do not take into account balancing factors related to ‘client’ numbers and per capita impacts. Framed in terms of per capita capacity, RIFs may, in fact, be more richly endowed, though this statistic ignores the greater dispersion of Francophone populations. In any event, the argument has more salience in respect of direct services than indirect ones; though it does come into play with indirect services because of factors such as wider catchment areas for Francophone school boards, which means that fewer boards need to be engaged to achieve similar student coverage. As noted in the introduction of this section, the existence of similar *relative* capacities (in relation to essential tasks such as stakeholder engagement) bolsters the possibility that collaboration between the networks will yield beneficial exchanges, such as those involving the transfer of best practices.
- Fourth, a number of important stakeholders that are actively engaged by both RIFs and LIPs operate at a provincial or (large) territorial level as opposed to the municipal level. These include provincial ministries (especially on policy matters), provincial Chambers of

Commerce, umbrella associations for immigrant service providers, and research organizations.

To be clear, the arguments concerning operational scale and geographic focus are not designed to show that the two networks face identical challenges and comport themselves in identical ways. They do not. The purpose of the arguments is to lay the foundation for discussing what the two networks have in common and potential areas to collaborate and learn from each other. The next section dealing with network activities and institutional engagement will direct attention to the areas where collaboration and learning can be operationalized.

Activities and Institutional Engagement

Five potential areas of synergy were identified by the project team. These derive from the mandates and strategic objectives of the two networks, the types of institutions they engage, and the activities they undertake. The areas are:

1. Analytic and consultative activities
2. Information dissemination and awareness raising
3. Leveraging: funding and partnerships
4. Implementation activities
5. Measuring outcomes: This last topic will be developed separately in a subsequent section.

The activities and behaviour of the RIF and LIP networks in each of these areas were examined by drawing on the strategic and activity plans prepared by the LIPs; APRCP reports that are submitted to CIC by the two networks; other LIP and RIF reports; interviews with RIF and LIP coordinators and major partners; interviews with CIC NHQ and regional officials; an interview with the FCFA; and earlier, related studies conducted by the Pathways to Prosperity Partnership (Burstein, Esses, Lacassagne, & Nadeau, 2012; Qayyum & Burstein, 2012).

The analysis conducted by the project team did not attempt to evaluate the quality of work undertaken by the LIPs and RIFs. Instead, the research focused on whether the two networks constructed similar activities and engaged similar stakeholders (notwithstanding the fact that certain stakeholders are ‘specialized’ with respect to Francophone populations).

Analytic and consultative activities for planning, priority setting and stakeholder engagement

Since they are intended to operate primarily as networks of influence and not (generally) as direct service providers, the effectiveness of the LIPs and RIFs depends on the range and nature of the relationships they construct, as well as the quality, rigour and reach of the strategic platforms they develop. This combination of engagement and intellect underpins the planning and priority setting capacities of the networks and their respective abilities to mobilize stakeholders and partners. It follows that if the LIPs and RIFs could assist each other to increase their spheres of influence, to extend their connections, to enhance the incentives they are able to offer stakeholders to participate in their initiatives, to improve the research and data that underpin their analytic activities, and to lower the cost of planning and consultative events (something the two networks do a lot of), both networks would be considerably better off. The

overall greater endowment of the LIPs and their stronger municipal and local connections suggest that the RIFs might have more to gain from increased collaboration.

In respect of activities (analytic and consultative) and stakeholders, our study found considerable evidence of similarities between the LIP and RIF networks. This suggests that LIPs and RIFs would benefit from working together more closely and from exchanging information. The examples below focus primarily on Ontario; however, there are indications that similar patterns are emerging in both the Atlantic and British Columbia where LIPs are still at the planning or early stages.

Both the Northern Ontario and the Central South-Western Ontario RIFs report holding annual forums, stakeholder planning meetings, and dialogue sessions. They also report conducting needs assessments and analyses of the information they obtained. Examining the corresponding LIPs across Central Southwestern and Northern Ontario produces a strikingly similar list of activities, including annual forums, stakeholder workshops, focus groups, planning meetings and diversity surveys.

There was also considerable overlap in the institutions that are consulted and engaged. In Northern Ontario, the stakeholders included colleges and universities - Laurentian, Lakehead and Collège Boréal (which, unsurprisingly, play a larger role in the RIF network); district school boards; municipal economic development departments and development corporations (such as the Greater Sudbury Development Corporation); the Ontario Ministry of Citizenship and Immigration; OCASI (Ontario Council of Agencies Serving Immigrants); the main local immigrant service provider organizations (many of which have a bilingual service capacity); district health centres; Professions North; Chambers of Commerce; large employers; the Réseau national de développement économique francophone (RDÉE); and many of the Francophone organizations that are active to various degrees in the RIFs and LIPs (especially in the Greater Sudbury LIP). Appendix C details the key organizations that participate in the LIPs and RIFs. In addition to these organizations, numerous agencies are involved by the networks in specific activities, such as consultative forums.

From the perspective of stakeholders, it is more efficient to participate in a coordinated, joint exercise than in multiple, often overlapping activities. This is particularly true in the north and in smaller centres where capacity issues are more acute. In addition, by combining their forces and, hence, the coverage of both target populations and partner institutions, LIPs and RIFs increase the incentives for third parties to join their networks or to partner on specific activities. In the case of government agencies, extended networks are also more likely to evince a broader and more coordinated response as a wider set of ministry interests are implicated in the work of the networks.

Other examples of research and consultative activities include:

- Workplace diversity surveys by the Peterborough LIP
- Community surveys by the London and Middlesex LIP in aid of planning
- Research conducted by the London and Middlesex LIP, in partnership with Western University, to help establish service priorities
- Research by the Calgary LIP to assess the settlement experiences of newcomers

- Needs assessment by the Nova Scotia RIF as well as the Alberta RIF
- Studies of gaps and assets undertaken by the Central South-Western Ontario RIF
- Consultations by the B.C. RIF with partners and stakeholders - including communities, quasi-public organizations, and the three levels of government - to identify settlement needs and assets

Of course there are numerous activities and interests that are unique to the Francophone community. That does not, however, refute the value of collaboration. For example, collaborative surveys of institutional HR capacities, board composition, recruitment needs, and corporate plans would not need to be fully duplicated to serve the requirements of RIFs and LIPs in respect of priority setting. The same holds for surveys of public attitudes (toward ethnic minorities, for example).

In addition to producing cost savings, collaboration can help reduce response burdens and stakeholder fatigue. It can also help finance larger, or more detailed, consultations and analyses that yield scientific advantages. Comparisons between Francophone and non-Francophone newcomer populations, including comparisons of economic and social trajectories and the service capacities of mainstream and immigrant-specific institutions, could prove useful in terms of allocative arguments for support.

A number of areas of institutional divergence were noted between RIFs and LIPs, over and above obvious differences regarding Francophone-specific organizations. The differences had to do with the extensive participation of the RIFs in Destination Canada activities, which focus on Francophone recruitment; the stronger focus by RIFs on ethnocultural groups (which seems to be a more systematic pursuit by the RIF networks); and the engagement by the RIFs of cultural institutions and institutions that play an important role in cultural transmission and community affiliation (this goes beyond schools and language instruction). The activities by the RIFs in these areas may hold lessons, and opportunities, for LIPs struggling with newcomer attraction and retention.

Disseminating information and raising awareness

Both LIPs and RIFs disseminate information about the benefits and challenges associated with immigrant integration, attraction and retention. The target audiences are, variously, the public at large, Francophone minority communities, and institutions (not necessarily co-located) that play a role, or might play a role, in integrating new arrivals.

The goals of dissemination and awareness raising activities are, first, to enhance the welcome extended to newcomers by the host population; second, to raise awareness among institutions of newcomer service needs; and, third, to make universal service providers aware of the importance of adapting their programs to better serve immigrants. Some of the activities are, necessarily, specific to Francophone immigrants; however, there are numerous areas of overlap where the two networks can - and do - make common cause.

One of the most prominent efforts to raise public awareness of immigration and to build support for integrating newcomers is provided by Welcoming Ottawa Week (WOW). WOW is a week-long celebration, officially proclaimed by the Mayor of Ottawa, that seeks to engage both long-term

residents and newcomers in symposia, sports events, films and cultural activities. As well, WOW provides structured opportunities for institutions - both government and non-government - to increase awareness about their activities and services. The overall goal is to create new bonds between neighbours and, equally important, to foster a greater willingness by institutions to improve their involvement in newcomer integration, either by offering new or additional services, or by improving those services. The Eastern Ontario RIF, as well as numerous, individual Francophone institutions, played an active, partnering role in creating the Welcoming Ottawa Week.

In a similar vein, the Peterborough LIP operates a Capacity Building and Outreach Committee that is responsible for promoting education and awareness. To this end, the LIP organizes a biennial conference (Together We Prosper), which gathers academics, practitioners, community members, and newcomers together to share ideas and discuss integration topics pertaining to Peterborough. The LIP also hosts cultural activities, lectures, and breakfasts throughout the year aimed at promoting interaction, and a “talking about Canada” group where newcomers are invited to share their stories.

In Northern Ontario, the North Bay LIP organizes events, such as diversity fairs at schools, as well as employer breakfasts where immigration is discussed. And in Greater Sudbury, under the City’s Diversity Plan, the LIP promotes community measures, including festivals, fairs, and other initiatives, aimed at promoting diversity. Again, Francophone organizations play an active role in developing and organizing these activities.

Turning to the RIFs, the networks report a range of measures devoted to raising awareness and enhancing newcomer receptivity within Francophone communities. Especially prominent among these activities are actions involving employers and employer organizations, often in relation to promoting employer participation in Destination Canada events. In the Atlantic region, for example, arrangements were made for a tour by Canada’s ambassadors to France, Tunisia and Belgium to meet with employers from across Nova Scotia to inform them about overseas recruitment possibilities and the support that was available to help them to participate in these activities. In 2013, the Newfoundland and Labrador RIF also visited St. Pierre et Miquelon to create links and reinforce the partnerships between employers and workers in both regions and to recruit Francophone newcomers from St. Pierre et Miquelon to participate in the Newfoundland and Labrador workforce and university community. Another important focus reported by the RIFs involved schools and school boards where the networks promoted intercultural events, including projects such as Black History month.

In several instances, RIFs reported cooperating on awareness-raising measures with non-Francophone immigrant service provider organizations, such as the Association of New Canadians in St. John’s Newfoundland. The Eastern Ontario RIF, as noted above, collaborated closely with the Ottawa LIP and with Ottawa-based organizations to organize the Welcoming Ottawa Week as well as other awareness-raising initiatives. Both RIFs and CIC regional staff expressed the view that Francophone-specific settlement organizations would benefit from closer ties with the larger settlement service sector to promote a range of activities, among them awareness raising.

In summary, there is considerable overlap in the institutions that LIPs and RIFs engage and the populations they target in their efforts to disseminate information and raise awareness. Collaboration between LIPS and RIFs could take the form of shared large-scale events and mutually supportive efforts to engage key groups, such as municipal social service and economic development agencies, employers and employer associations, and mainstream media, as well as the population at large. As this section notes, there is already some evidence of collaboration.

In addition to similar institutions and target populations, there are also similarities in the portfolio of instruments deployed by the networks: employer fairs; festivals that incorporate music, cultural activities, and sports; and academic symposia. These attract media attention and, variously, engage the mayor, key officials, and cultural and civic leaders, thereby enhancing network access to decision-makers... which generates opportunities to influence corporate and municipal plans and budgets, as well as policies and programs, business sector engagement and favourable media attention. Because time and access to the groups and individuals that need to be engaged are in short supply, the networks will gain more from collaborating than competing.

Leveraging and partnering

This section focuses on a set of enabling activities that rest between stakeholder engagement on one side and implementation on the other. As networks, both LIPs and RIFs are able to use their convening capacity and the social capital they have acquired to promote the development of service partnerships, to leverage investments, to persuade organizations to adapt their services to better suit newcomers, and to help partners and stakeholders finance their activities.

The contention is that by working together, the two networks would be able to extend their influence to a broader constituency, providing additional opportunities for agencies to partner, to solicit financing, and to establish synergistic partnerships. The following examples of potential opportunities were observed in our analysis:

The Peterborough LIP has established a Resource Development Committee that is responsible for searching, developing, and monitoring funding opportunities within the community to support Council operations and projects linked to strategic objectives. The LIP has also initiated fundraising activities for core support, including galas and voluntary membership dues.

With similar goals in mind, the Durham Region LIP has implemented two projects to help service providers secure funding: the first draws on a quarterly ‘mining exercise’ in which funding sources are collated and circulated to the LIP community; the second project responds to a sentiment by LIP partners that they require more assistance with respect to funding submissions. In response, the LIP has been organizing periodic funders’ forums in which potential funders meet face-to-face with service providers and other relevant organizations to explain their criteria and priorities, followed by ten-minute, one-on-one sessions. There is no reason why Francophone organizations could not benefit from these tools. In this regard, it is worth noting that the B.C. RIF specifically identified seeking funding as a significant challenge that consumed a considerable amount of the network’s time.

As part of an effort to build awareness and receptivity, the Northern Ontario RIF has established multi-year partnerships among Sudbury cultural organizations to showcase Francophone

immigrant artists. There do not appear to be any obvious impediments to broadening this partnership to include other immigrant artists and related organizations.

The Eastern Ontario RIF reports forming “chantiers” (working groups) involving agencies that are interested in partnering on concrete projects. In Cornwall and Prescott-Russell, interest centres on education, employment and building awareness; in Kingston, on education. As well, a new Ottawa “chantier” is being developed. Extending these working groups to include participants from the Kingston LIP, the Five Eastern Counties LIP, and the Ottawa LIP would represent a concrete step towards developing partnerships across the two networks. Francophone organizations – notably the RDEE and CESOC - are already involved in the formation of an employer network by the Five Counties LIP. Similar links exist in Ottawa.

Various methods could be used to operationalize the extension of bridging social capital. These include a systematic expansion of the ‘chantier’ model to promote cross-network involvement in strategic sectors and partnerships aimed at exploiting synergies between settlement organizations and health integration networks. Networks could also agree to systematically expand planning bodies to include representatives from the ‘other’ network; and they could partner in joint ventures aimed at cultivating and extending the range of potential funders with which they engage.

Implementation activities

Both LIPs and RIFs reported involvement in a variety of similar implementation activities aimed at creating instruments for their own use or for use by partners and stakeholders. The activities and resulting products included integration tool kits; teaching guides to help with newcomer instruction; instruments for assessing cultural receptivity among service organizations; and capacity building or capacity ‘adding’ activities, such as an ESL facility staffed by volunteers and best practice reviews designed to help partner organizations improve their offerings. RIFs also reported extensive involvement in recruiting employers as part of the Destination Canada program. Support for the implementation activities came from multiple sources, including CIC, volunteer resources, and a range of federal, provincial and municipal organizations.

The similarities that were observed in the activities and products reported by RIFs and LIPs, including similarities in the types of partners who were involved, suggest that systematic reviews of potential collaborative undertakings and systematic exchanges of best practices might offer value to both networks. A number of illustrative examples follow:

- The Peterborough LIP operates an ESL enhancement project that is run by volunteers and is facilitated by an immigrant service provider organization.
- The Nova Scotia RIF has organized and hosts French conversation workshops.
- The North Bay LIP operates a ‘Connector Program’ – a volunteer referral process that is structured around short, thirty minute meetings that put newcomers in touch with business owners and operators, managers, and community leaders.
- The Central South-Western Ontario RIF organizes workshops on business planning, finance, and marketing to help French-speaking immigrants start their own businesses.
- The Central South-Western Ontario RIF has developed a promotional tool to assist in the recruitment of international workers. The RIF has also organized recruitment meetings in support of Destination Canada.

- RIFs across the country play an active role in implementing the Destination Canada program. One of their major contributions has been to facilitate the participation of employers in recruitment activities organized by CIC in France, Belgium and North Africa. Several LIPs have expressed interest in learning from the RIF experience.
- The Eastern Ontario RIF identifies best practices involving the reception and integration of Francophone immigrants and promotes this information to agency partners and members of the community.
- The Ottawa LIP operates learning workshops, bringing organizations together to learn from each other. OLIP undertakes these activities in order to strengthen the ability of mainstream organizations to serve newcomers effectively.
- In a similar vein, the Alberta RIF in collaboration with the Calgary LIP has operated a ‘best advice’ workshop aimed at service providing agencies.
- The Peterborough LIP has created a cultural diversity integration tool kit and conducts training sessions in its use.
- The North Bay LIP has also created a resource guide aimed at newcomers and the agencies that serve them.
- The Newfoundland and Labrador RIF works with its parent organization to publish an annual provincial Newcomer’s Guide.
- The Alberta RIF has developed training for volunteers who accompany newcomers to health visits; the RIF has also introduced activities to sensitize parents on the need to participate in the educational system.

The parallel and, sometimes, intersecting actions of the LIPs and RIFs demonstrate the relevance of methods used in one network for activities deployed in the other. Pooling these actions and treating them as ‘experiments’ enlarges the set of innovative ideas that can be systematically mined and replicated, where appropriate, across the two networks. The larger the idea pool, the greater the likelihood that ‘gems’ will be located.

The examples cited above offer a guide to the activities that can be pooled and studied as part of a promising practices review. These include ideas for fostering institutional learning (for example, ‘educating HR departments), methods for enlisting and directing volunteers, the production of content for information guides, techniques for promoting employer engagement, and methods for helping organizations to learn from each other.

Once promising practices have been identified, the two networks could join forces to promote particular methods and to enlist their uptake by key institutions based on shared priorities. In addition, in instances where language barriers were not paramount, shared activities could also be conducted: for example, joint development and instruction in the use of a ‘diversity lens’ for assessing the impact of corporate and government actions on newcomers; or, joint development of a training curriculum for health volunteers who accompany newcomers. Apart from obvious cost sharing advantages, collaboration would reduce the burden on expert advisors and decision-makers.

Existing Connections between the LIPs and RIFs

The documentation and the interviews we conducted reveal broad differences in the nature and strength of connections between LIPs and RIFs across the country. To some extent, the observed connections reflect the size of the Francophone population in the associated catchment areas but other factors also play a role. These include the physical distance between the headquarters of the two networks, whether the LIP coordinator and council members are bilingual, the length of time the organizations have been in existence, competition between the networks, as well as the attitudes and appetites of the principals with respect to collaboration. Subject to these caveats, three types of connections were observed: (i) Cross-memberships on governing bodies and sub-committees; (ii) Advisory activities; and (iii) Shared projects. These are illustrated in the examples cited below.

In Eastern Ontario, especially strong links exist in Ottawa with evidence of all three types of connections. The relationship between the Ottawa LIP (OLIP) and the Eastern Ontario RIF was forged when the LIP was in the process of developing its strategic plan. The RIF participated in this exercise in an advisory capacity, sitting on a number of the sector committees that were formed to develop OLIP's strategic plan. This ensured that Francophone concerns were taken into account across a broad range of issues. Moreover, the RIF coordinator sits on Ottawa's LIP Council and frequently participates in inter-agency discussions.

In addition to these structural and advisory links, the Eastern Ontario RIF and OLIP have collaborated on numerous projects. These range from a bilingual conference aimed at identifying the building blocks of a welcoming community through to the creation of the Welcome Ottawa Week (WOW), which was jointly organized by the RIF and OLIP. The two networks are also working together to create a Francophone lens to ensure that Francophone interests are taken into account in all of OLIP's work.

It is worth noting that the OLIP coordinator is bilingual and that both the OLIP Council and the Executive Committee are co-chaired by persons who are either Francophone or bilingual.

Elsewhere in Eastern Ontario (East of Toronto), there has also been contact between the RIF and the LIPs, though less than in Ottawa. In Peterborough, for example, the RIF is a key member of the LIP and was involved in sponsoring a section of Peterborough's 'Together We Prosper Conference.' The networks have also jointly participated in hosting a Destination Canada event. In Smiths Falls, there is no documented evidence of interaction between the LIP and the RIF.

In Central South-Western Ontario, there appears to have been collaboration between the RIF and the LIPs from Hamilton, Guelph, London, Niagara, Windsor-Essex, and Toronto. For example, the London and Middlesex LIP indicated that the RIF was represented on one of its sub-councils and participated in a number of community events. The RIF and London and Middlesex LIP also partnered in organizing the 2013 Destination Canada Event in London. Similarly, reports by the RIF mention activities with the Niagara, Hamilton and Waterloo LIPs in relation to employment - meetings with employers and the organization of immigrant employment forums.

In Northern Ontario, the connection between the RIF and the LIPs has been mixed. In Greater Sudbury, the LIP appears to have significant involvement in the RIF. At the same time, Francophone organizations play major roles in the LIP. Contact interculturel francophone de Sudbury (CIFS) was one of three lead organizations that submitted the LIP proposal for the City of Greater Sudbury. Since then, there has been extensive involvement by a number of other Francophone organizations as well as the Northern RIF. The organizations include L'Association canadienne-française de l'Ontario du Grand Sudbury (ACFO-Sudbury), an umbrella association: Les États généraux de la francophonie du Grand Sudbury, and the Réseau de développement économique et d'employabilité (RDÉE). These organizations participated in the consultative forums leading up to the LIP and have remained active in various capacities, along with Laurentian University and Collège Boréal.

Greater Sudbury's Francophone institutions have been especially active in respect of activities related to the attraction and retention of newcomers, including international students. This follows from the experience of these institutions with Destination Canada. The LIP and the RIF have also collaborated in sponsoring a workshop on health services and on the dissemination of information to the Francophone immigrant population.

In North Bay, by contrast, the RIF and the LIP do not collaborate to a marked degree though the LIP maintains close relations with the two French school boards, with Collège Boréal, and with Les Compagnons des francs loisirs (a Francophone cultural organization). The lack of network collaboration extends to the governance of the respective organizations whereby the Northern RIF is not represented on the North Bay LIP (though the LIP has a place on the RIF Steering Committee). In terms of reciprocity and possible future relations, the North Bay LIP feels that the RIF could help the City with the attraction of Francophone immigrants; for its part, the RIF has indicated that the LIP could assist in creating a stronger link with the municipality. There may also be opportunities for increased collaboration in respect of smaller communities such as Hearst, a Francophone community, and Kapuskasing, which is nearly 60% Francophone.

Outside Ontario, it is still too early to determine the degree of collaboration that will develop between LIPs and RIFs. In Nova Scotia, a representative from the RIF parent organization – the Fédération Acadienne de la Nouvelle-Écosse (FANE) – participated in the initial forum to organize the Halifax LIP, which is in the development stage. In Newfoundland and Labrador, one of the lead organizations on the RIF – the Association for New Canadians – is also a lead organization on the St John's LIP, which is also in the development stage. In British Columbia, even though the RIF has suggested that Francophone settlement agencies would benefit from closer ties with the broad settlement sector, the City of Surrey, which will be hosting the LIP, has suggested that there is little Francophone activity in the area. Somewhat more optimistically, the Calgary LIP (CLIP) and the Alberta RIF have collaborated to engage the Francophone community in Calgary through presentations and the creation of a forum to exchange best practice information.

Recommendations for Promoting Collaboration

Notwithstanding the presumption in this report of potential gains from increased interaction between the LIP and RIF networks, empirical evidence for the proposition is not strong, not least because the indicators of network outcomes are still at a developmental stage. Given this lack of definitive empirical evidence to confirm the benefits of collaboration, we have opted for a modest six point convergence plan that we regard as both achievable and of demonstrable benefit to the RIFs and LIPs.

In this regard, and taking note of the complexity inherent in mobilizing such large and complex networks, including critical questions related to the motivations of key actors, we would recommend that our governance, planning and CFP recommendations be subjected to pilot testing and evaluation prior to full implementation. That is, we would suggest that our recommendations, to the extent that they are implemented by the networks, be assessed as part of a revised performance measurement strategy. The measures should also assess perceptions by key partners and stakeholders of whether the recommendations are having a positive impact.

[Note: A number of recommendations put forward in this section follow closely those advanced in an earlier study by Andrew and Paquet, 2012.]

Recommendation One: Interlinked Governance

It is recommended that the LIPs and RIFs be encouraged to offer a seat on their main policy body to a representative(s) of the reciprocal network(s). This is already the case in some regions. Coordinators (or their delegates) should be encouraged to participate in person; however, where this is not possible or is prohibitively expensive, provision should be made for participation by teleconference. Minor adjustments in operational funding would be required.

In addition, to promote further exchange beyond the coordinators, the minutes from the main LIP and RIF meetings should be available in both official languages so that they can be shared extensively within both networks. Translation of minutes could also, partially, offset language barriers that would prevent LIP coordinators from participating in RIF meetings.

Recommendation Two: Interlinked Planning

It is recommended that LIPs and RIFs, as part of their cyclical strategic and activity planning process, be encouraged to explicitly develop plans for conducting joint activities. In order to incent this integrated planning process, we are further recommending that CIC consider establishing a small funding pool to be allocated to joint activities proposed by LIPs and RIFs. To qualify, the networks would need to commit to joint planning of the activities, joint participation, and a shared assessment of results.

If, following evaluation, it is determined that joint planning by the networks yields positive outcomes for both LIPs and RIFs, CIC may wish to consider adding a joint planning component to its CFP process in order to promote network interactions. Applicants would be required to address the following points:

- How each network's governance machinery would be aligned to promote interactions with the other network
- What joint activities would be developed by the networks
- What partner organizations would be involved in the collaborative effort

Recommendation Three: Mapping of Francophone Activities and Assets within LIP Catchment Areas

It is recommended that a detailed mapping of Francophone populations, specialized cultural and educational institutions that serve Francophones, other Francophone mainstream institutions, key programs and services, community assets, and service gaps be developed for *each LIP catchment area* in order to improve LIP awareness of Francophone institutions.

The need for such an exercise was amply demonstrated by our work in the City of Surrey which will shortly be hosting a LIP. In discussing current interactions, it was suggested by a LIP member that there was little to no Francophone activity in the area for which the LIP will be responsible. In reviewing documentation for the interview, however, the following associations were identified: the Association des francophones de Surrey (the AFS is a member of the Réseaux), the École Gabrielle Roy (a Francophone school - K to 12 - established in 1998 with over 500 enrolled students), as well as satellite activities by a Francophone immigrant serving agency, La Boussole. This example underscores the existing information divide. Bridging this gap is especially important for Francophone minority communities who sometimes struggle to raise awareness about the services, programs, and activities available to Francophone newcomers. It could also help LIPs to reach or redirect Francophone newcomers who might otherwise be unaware of these activities and assets.

Recommendation Four: Analysis of Network Barriers to Collaboration

The current study examined the state of the two networks – LIPs and RIFs – but did not specifically look at the question of why the networks are not working together and what the existing barriers and impediments are to increased collaboration. As noted above, differences in the networks' goals and scope affect the nature of the collaborations that can profitably be undertaken but they do not, in and of themselves, create impediments to collaboration.

The proposed study would look at distance, language barriers, and motivational factors with a view to overcoming barriers and increasing network interactivity. The study would be initiated through focus groups and a questionnaire directed to LIP and RIF coordinators, as well as key organizations that participate in the respective networks. This would be followed by a conference of LIP and RIF coordinators. The conference would discuss and elaborate the results with a view to developing solutions. Ideally, this conference would be timed to take advantage of a pre-existing event.

Recommendation Five: Demonstration Workshops

It is recommended that CIC encourage – and offer to subsidize – a limited number of *collaborative* workshops mounted by RIFs and LIPs. The workshops would focus on topics that were identified in our study as areas of mutual interest where one or the other network enjoys a comparative advantage.

The following workshops would be on the list:

- A workshop discussing how employers can get involved in recruitment from abroad, the support that is available to them from Canadian embassies, along with a discussion of hiring practices and methods for increasing retention. The Peterborough LIP, in collaboration with the Eastern Ontario RIF, mounted such a workshop and it was extremely well received.
- A workshop that focuses on strategies for enhanced municipal engagement in various areas such as economic development, social services, sports and recreation, and cultural activities. The suggestion for a stronger focus on municipal engagement was raised by the Central South-Western Ontario RIF.
- A workshop that focuses on enhanced partnerships with health organizations, including regional health units and hospitals. This is an area of intense interest to newcomers and there are interesting and important partnership examples to draw on, including developments in Windsor and Ottawa.
- A workshop that focuses on joint collaboration with schools, school boards and other educational institutions. In our study, we were struck by the fact that schools and school boards have distinguished themselves by being active in both the LIPs and the RIFs.
- A workshop focused on the role of cultural institutions in attracting and retaining newcomers. The role of cultural institutions and local amenities in promoting newcomer retention has been remarked in numerous studies.

Recommendation Six: Collaborative Promising Practice Studies and Related Exchanges

It is recommended that the LIPs and RIFs undertake a series of joint promising practice studies on topics of mutual interest. The examples of promising practices would be drawn from both networks and analyzed to determine their applicability for transfer both within and across networks. The topics would be identified separately by the networks or as part of the annual planning cycle conducted by the LIPs and RIFs. Some further form of adjudication could be devised to choose among the recommendations.

To build support for the idea of studying promising practices, it is recommended that CIC sponsor a small number of studies on topics that are likely to hold broad appeal. One example that the project team would recommend is a study of alternative funding opportunities and funding models. Approaches such as the funders' forum that has been developed and successfully implemented by the Durham Region LIP would have wide currency. Another example might involve recruitment, including the role played by Destination Canada and local measures, including student recruitment, being developed by certain LIPs.

While the current study does not support inferences regarding funding and organizational comparisons between the LIP and RIF networks, with careful design such inferences could be extracted from assessments and pilot studies based on the recommendations above.

PERFORMANCE MEASUREMENT AND EVALUATION

Current Performance Measurement Tools Used by the Local Immigration Partnerships and the Réseaux en immigration francophone

Given their unique nature as coordinating and strategic planning bodies, rather than service deliverers, until recently there was not a systematic process in place to assist the RIFs and LIPs with performance measurement and monitoring. Yet such measures are essential for tracking progress in working toward the strategic goals set by the RIFs and LIPs, and in supporting the adjustment of activities to improve outcomes and to establish new goals and priorities. The recent introduction of the Annual Performance Report for Community Partnerships (APRCP) shows promise in this regard, though feedback from the RIFs and LIPs and our own analyses suggest that this annual report will need some adjustment and complementary measures to more fully capture the important outcomes of the RIFs and LIPs.

It should also be noted that since their inception, there seems to have been more of an expectation that the LIPs would engage in individual performance measurement for their own use, while such an expectation was less clear for the RIFs. As a result, there are a greater range and number of performance measures used by the LIPs to date than have been incorporated into the operations of the RIFs.

In this context, this section describes the performance measurement tools utilized by the LIPs and RIFs to date. We start with the LIPs and describe the breadth of measures that they have been utilizing, followed by a description of the more limited number of performance measures used by the RIFs. As an organizing framework, we use the following categories to describe these measures: (i) Systematic recording of outputs and outcomes by LIP or RIF staff; (ii) Data collected from individuals participating in the LIP or RIF and from those attending LIP or RIF activities and events; (iii) Data collected in the broader community; and (iv) Analysis of large scale pre-existing datasets to examine community level variables. In this way, we move from more proximal outcomes to more distal outcomes, while also focusing on who and what is required to measure these outcomes. We conclude the section with a brief review of LIP and RIF representatives' perceptions of the APRCP: both its value and its limitations.

Performance Measures Currently Used by the Local Immigration Partnerships

Citizenship and Immigration Canada has established eight major categories of outcomes for the LIPs, as indicated in the LIP Logic Model and in the most recent Guidelines on LIP Activities. These goals are divided into short-term and long-term outcomes:

Short Term Outcomes

1. Enhanced engagement of a diversity of players in settlement and integration of newcomers
2. Broad-based partnerships developed for planning and setting community priorities – including within-sector and cross-sector meaningful collaboration and information sharing
3. Community and newcomer needs assessed in a coordinated manner, and enhanced awareness of newcomer needs among a wider array of local actors
4. Increased capacity to support the integration of newcomers and foster welcoming communities, including welcoming and receptive labour markets at the community level

Long Term Outcomes

5. Enhanced responsiveness of mainstream services to the needs of newcomers and communities – including municipal planning, employers, hospitals, school boards, and other community-wide services
6. Improved coordination of services at the community level, leading to enhanced accessibility and uptake
7. Sustaining partnerships at the community level – including meaningful collaboration and information sharing; and leveraging of resources for activities identified in strategic plans
8. Improved outcomes for newcomers – including evidence of more welcoming, receptive communities; newcomer employment commensurate with skills; and newcomer social, cultural, and civic integration

Almost all of the LIPs analyzed in this project have engaged in some form of performance measurement on a relatively regular basis. They use a wide variety of tools and measures for this purpose, ranging from systematic recording of activities, products, and new partnerships and collaborations at the LIP level, to analysis of large-scale pre-existing datasets at the community level. While the range and creativity demonstrated in developing and analyzing these measures is laudable, it is not necessarily efficient, cost effective, or optimal for tracking progress over time and for making comparisons across LIPs. In addition, some LIPs have struggled to develop performance measures that meet their needs, and have expressed frustration in this regard. What follows is a description of the main performance measures currently utilized by LIPs, excepting those specifically used for the purpose of completing the APRCP.

Systematic Recording of Outputs and Outcomes by LIP Staff

A number of the LIPs engage in regular and systematic recording of the nature of LIP community engagement activities, LIP presentations to community groups, products produced by the LIP, and evidence of new partnerships and collaborations supported by the LIP. While some of these variables might be classified as outputs, they may also fall under the rubric of short term outcomes, particularly to the extent that they are explicitly linked to targeted outcomes and provide preliminary evidence of broad-based partnerships, community engagement, and capacity building. Such evidence is more clearly available when the individuals and organizations participating in these activities and events, and receiving new products, are queried as to their reactions, as we describe next under data collection from individuals participating in the LIP and in the broader community.

Data Collected from Individuals Participating in the LIP and from Those Attending LIP Activities and Events

Collection of data from those engaged with the LIPs provides more direct evidence of LIP outcomes. This feedback may occur on two levels. First, a number of the LIPs solicit feedback from those directly involved in LIP governance and activities, including council members and partners. This feedback is obtained through surveys, focus groups, and interviews, and is designed to determine transparency and clarity in the operations of the LIP, success of partnership and collaborative efforts, perceptions of LIP progress and impact, and proposed directions for future priorities and activities. This is useful for ensuring that the partnership is

fulfilling its mandate, as well as for suggesting adjustments that will improve performance. The outcomes assessed would be classified under the category of short term outcomes, including engagement of a diversity of players, broad-based partnership development, meaningful collaboration and information-sharing, and capacity building.

Many of the LIPs also solicit feedback from community members who attend LIP events and participate in LIP activities (e.g., community forums) through feedback sheets and online surveys. This feedback tends to focus on satisfaction, new learnings, and engagement, and once again would fall under the category of short term outcomes, including enhanced awareness of newcomer needs among a wider array of local actors, the engagement of a diversity of players in the settlement and integration of newcomers, and community capacity building.

Data Collected in the Broader Community

A number of the LIPs also engage in data collection in the broader community. Many have conducted audits of services for newcomers in the community, with the goal of examining capacity to serve newcomers, which may both feed into LIP priority setting and be used for later tracking of progress over time. Several of the LIPs have also conducted surveys, focus groups, and interviews of representatives of community organizations, including service providers and mainstream organizations. Their focus has been on either baseline measures of capacity at the initial stages of LIP development, or later knowledge and perceptions of the LIP, its effectiveness in increasing awareness and responsiveness to the needs of newcomers, and organizational changes that have been implemented as a result. A broad range of mainstream organizations have been the subject of these analyses, ranging from town and city councils to employers. LIPs have also focused their data collection efforts on newcomers in the community. Surveys of newcomers in the community have examined perceptions of the community, service accessibility and use, and sense of inclusion. To date, these data have primarily been used to establish baselines in order to track progress over time.

The indicators assessed through these measures fall under both short term and long term outcomes. Short term outcomes assessed include enhanced engagement of a diversity of players in settlement and integration of newcomers, and increased capacity to support the integration of newcomers and foster welcoming communities, including welcoming and receptive labour markets at the community level. Long term outcomes assessed through these measures include enhanced responsiveness of mainstream services to the needs of newcomers and communities, enhanced accessibility and uptake, and improved outcomes for newcomers.

Analysis of Large Scale Pre-Existing Datasets to Examine Community Level Variables

Several of the LIPs have commissioned analyses of pre-existing datasets in order to examine community level variables, such as size and composition of immigrant population, amenities available in the community, and outcomes of immigrants in the community. The Characteristics of a Welcoming Community Report (Esses, Hamilton, Bennett-AbuAyyash, & Burstein, 2010) has been used extensively to identify key community indicators for assessment. The datasets have primarily been those available from Statistics Canada, particularly census data, with custom tabulations generally required. Specific tools in which these measures have been embedded have

also been utilized, including the Benchmarking Rural Community Attractiveness to Newcomers Tool (Boylan & ElDakiky, 2012), and Results Based Accountability (Friedman, 2014). As will be discussed in our section on recommendations, these measures, and the custom tabulations required, can be costly for each LIP to commission on its own. Nonetheless, these data could potentially make a major contribution to the process of assessing LIP long term outcomes, particularly improved outcomes for newcomers.

Performance Measures Currently Used by the Réseaux en immigration francophone

The RIFs originated in response to the Strategic Framework to Foster Immigration to Francophone Minority Communities (Citizenship and Immigration Canada, 2003), which set five major goals:

- Increase the number of French-speaking immigrants to support Francophone minority communities
- Improve the capacity of Francophone minority communities to receive and support the settlement of Francophone newcomers
- Ensure the economic integration of French-speaking immigrants in Canada, particularly in Francophone minority communities
- Ensure the social and cultural integration of French-speaking immigrants in Canada, particularly in Francophone minority communities
- Foster the regionalization of Francophone immigration

Within this framework, the main objectives of the RIFs are to provide support to Francophone minority communities through the coordination of planning and implementation of initiatives related to Francophone immigration.

In 2012 the Fédération des communautés francophones et acadienne du Canada (FCFA) held a day of reflection with a consultant to consider the development of performance measures for the RIFs. The decision made at that time was that a logic model would be useful for facilitating the development of performance measures. In close consultation with Citizenship and Immigration Canada, a logic model was prepared, with indicators for each of the five goals of the strategic framework. Though comprehensive, the RIFs found collecting these indicators to be very labour intensive and the FCFA is now considering these indicators further.

An examination of the logic model developed for the RIFs suggests a set of short term and long term outcomes, some of which correspond conceptually to those developed for the LIPs, though the focus is specifically on Francophone immigrants:

Short Term Outcomes

1. The establishment of partnerships and collaborations among diverse actors for the purpose of planning, setting priorities, and implementing an action plan to work toward the goals of the Strategic Framework
2. Increased capacity of the partners to support the implementation of the action plan and to conduct activities to fulfill the action plan
3. Enhanced awareness of the issues surrounding and benefits of Francophone immigration among a wide array of actors, including employers, mainstream organizations, Francophone communities, and members of the general public
4. Increased recruitment of French-speaking immigrants to Francophone minority communities

Long Term Outcomes

5. Mainstream services adapt their programs and services to the needs of Francophone immigrants - including municipal planning, employers, hospitals, school boards, and other community-wide services
6. Improved availability and coordination of services for Francophone immigrants, leading to enhanced accessibility and uptake
7. Increased number of French-speaking immigrants settling in Francophone minority communities
8. Improved outcomes for Francophone immigrants – including evidence of more welcoming, receptive communities; employment commensurate with skills; and social, cultural, and civic integration

In contrast to the LIPs, expectations that the RIFs would collect performance data have been less clear, with the result that the RIFs have been less likely to systematically collect performance measures to date, and those that have engaged in performance measurement tend to focus on a small number of indicators. In addition, some RIFs have expressed difficulty in developing, gathering, and utilizing performance measures. What follows is a description of the main performance measures that are currently utilized by RIFs, using the same categories as were applied to the LIP measures.

Systematic Recording of Outputs and Outcomes by RIF Staff

This is the most common type of performance measurement currently in use by the RIFs. The RIFs tend to record and code their activities, including matching them with their strategic goals and objectives, and recording such information as number and type of individuals participating in activities and attending events, number of flyers distributed, website hits, and media coverage. While some of these variables might be classified as outputs, they may also fall under the rubric of short term outcomes, particularly to the extent that they are explicitly linked to targeted outcomes, and provide preliminary evidence of enhanced awareness and capacity building. Like the LIPs, the RIFs also collect data from individuals participating in the RIF or attending RIF activities and events, as described next.

Data Collected from Individuals Participating in the RIF and from Those Attending RIF Activities and Events

RIFs collect data from those engaged with the RIF, on two levels. First, some of the RIFs have collected feedback from those most directly engaged with the RIF, including those who directly participate in decision-making and partner with the RIF. For example, one RIF in our study reported that it had sent out an evaluation questionnaire to its members asking whether they see the RIF as providing value and having made progress in working toward its goals, and soliciting suggestions for improvement. The outcomes assessed would be classified under the category of short term outcomes, particularly the establishment of meaningful partnerships and capacity building.

More common than this form of data collection is solicitation of feedback from individuals who attend RIF events and participate in RIF activities. These feedback questionnaires help to

evaluate the overall usefulness of the event or activity, and assess participant satisfaction. They may also focus on evaluation of how the event or activity was promoted, the quality of the presenters and activity, the usefulness of the information shared, and suggestions for improvement and recommendations for future events and activities. Once again, the outcomes assessed would tend to fall under short term outcomes, including enhanced awareness of the issues surrounding and benefits of Francophone immigration among a wide array of actors, as well as the successful implementation of action plans.

Data Collected in the Broader Community and Analysis of Large Scale Pre-Existing Datasets to Examine Community or Region Level Variables

A minority of RIFs that participated in this study reported that they engage in data collection in the broader community. One RIF did note that it has conducted surveys of cultural communities about the work of the RIF. This survey seemed to focus on more short term outcomes directly linked with the RIF, rather than broader, long term outcomes.

Though several of the RIFs interviewed for this study expressed interest in data that could be obtained from large-scale pre-existing datasets, and some were aware of the basic statistics relevant to their region or province, they did not seem to have good access to data from these sources and thus could not depend on these data to drive their planning or assess their impact.

LIP and RIF Perceptions of the Annual Performance Report for Community Partnerships

The introduction of the Annual Performance Report for Community Partnerships has provided a foundation for common performance measurement instruments across LIPs and RIFs. Our interviews of key members of the targeted LIPs and RIFs suggest that the APRCP is seen as having both value and some limitations. Comments across the LIPs and RIFs were quite similar, with some minor differences where indicated below. The main value attributed to the APRCP is that it facilitates self-reflection – it allows each of the LIPs and RIFs to reflect on the partnership and the activities it has conducted overall and in the previous year, and to identify some gaps and areas that require further attention. That is, it allows them to take a critical look at what can be improved. Limitations identified include ambiguity as to what certain questions are asking and how to accurately respond to them, some disconnect between what the LIPs and RIFs actually do and the questions included in the APRCP, and, relatedly, the amount of time required to complete the report paired with frustration at not being able to fully present all the positive outcomes of the LIPs and RIFs.

In terms of ambiguity, many respondents indicated that they were not clear on what particular questions were getting at, and thus were not at all confident in the responses they were providing. Indeed, our own examination of the completed APRCPs indicated that there seemed to be large variation in interpretation of questions, leading to considerable variation in the specificity and type of information provided. There was also considerable variation in the length of qualitative responses to questions, ranging from one or two sentences to full page responses. In terms of accuracy of response, the quantitative assessment of in-kind contributions was seen as particularly problematic, with no metric provided for calculating the value of volunteer time and

of other contributions. This point came up several times in the interviews, with a request for a consistent method for calculating the value of volunteer time and other leveraged contributions.

In terms of the disconnect between what the LIPs and RIFs actually do and the questions included in the APRCP, some respondents indicated that it is difficult to convey their role in the community through this measure and to showcase their successes. The APRCP was seen by some as too general and as not capturing the real impact of the LIP or RIF on communities. Representatives of the RIFs and rural LIPs were particularly likely to express these concerns.

Relatedly, the APRCP was seen by some LIP and RIF representatives as too long and repetitive, particularly the section on Partnership Structure, which required a description of each committee within the LIP or RIF, and the types of members participating in each committee. Some respondents indicated that this is a rather constrained and basic measure and does not capture the richness of the partnerships, nor the degree of involvement of various sectors. LIP and RIF representatives also suggested that the questions that focus on clients are problematic, given that the LIPs and RIFs generally do not provide direct services to clients. Instead, it was suggested that the report include questions that specifically focus on the LIP and RIF logic models, which are specifically aimed at these types of partnerships.

Coming out of some of the concerns described above, a message expressed by a number of LIP and RIF representatives is that the APRCP questions need some streamlining and further consideration, and that more guidelines and direction need to be provided to make clear what type of information is requested and how questions should be completed. It was also suggested that CIC could provide advice to the LIPs and RIFs on how to incorporate the APRCP into internal planning and priority setting so that its value is optimized.

Suggested Strategy for How Community-Driven Measurement Tools Can Be Better Linked to CIC's Efforts to Assess Progress and Success of the LIPs and RIFs, and in CIC's Development of Evaluation Instruments

At present, aside from the APRCP, the LIPs and RIFs tend to operate in isolation in their collection of performance measures, and do not benefit from sharing tools, experience, and collective expertise. This seems inefficient and likely drives up costs, as well as reducing overall effectiveness. LIP and RIF staff are generally not experts in performance measurement and, thus, either design measures based on their own ability to do so, or individually hire consultants to assist with performance measurement and pay for individual custom tabulations of large scale pre-existing datasets.

To remedy this situation, we suggest that a pool of common tools be developed for the LIPs and RIFs from which each LIP and RIF would complete a small number of required core measures on a regular basis (annually or biennially), while having the flexibility to select additional discretionary measures from the pool to complete as needed. That is, a small number of core measures would be completed by all LIPs and RIFs, with the discretionary measures available for additional data collection as needed to support performance measurement and planning. The common pool of tools would need to be broad enough to capture the work of the LIPs and RIFs, and allow the LIPs and RIFs to select discretionary measures depending on locality, nature of the

partnership, nature of the immigrant population within the region/community, and the issues at hand. The required core measures would be selected from this pool through consultations between CIC, RIFs and LIPs, and researchers. Below we describe a pool of such tools that would begin to fit these criteria, though we see this as a work in progress that would be fed and improved on an ongoing basis.

Based on commonality in the required and some of the discretionary tools selected for use each year, the LIPs and RIFs could collaborate in collecting data and in completing measures. Responding to the need for more guidance in this regard, CIC could effectively provide workshops, webinars, and instructional videos that would provide detailed instructions for accurately responding to particular performance measures. Where appropriate, LIPs and RIFs could also collaborate in obtaining the assistance of independent researchers to collect and analyze data, reducing overall costs.

There are many benefits to a common pool of required and discretionary measures. First, such a toolkit would improve efficiency and reduce the resources required for performance measurement, both in terms of coordinator time and data collection and analysis costs. A common pool of measures, while allowing some flexibility to LIPs and RIFs, would also provide a degree of consistency for purposes of comparison and, importantly, for measuring progress over time and developing a cumulative body of knowledge about the outcomes of the LIPs and RIFs. At present, the variety of measures that are utilized does not optimize comparisons, collaborations across partnerships, learning from other partnerships, nor the accumulation of evidence to support the positive outcomes potentially attributable to the LIPs and RIFs, which is essential for CIC's efforts to assess progress and success.

As mentioned, a toolkit of common performance measurement tools would require refreshment and updating as the LIPs and RIFs progress in their activities, as new ideas for performance measurement arise, and as new data for this purpose become available. We offer two suggestions in this regard. First, in addition to the common pool of measures, we would suggest that in any given year, a subset of individual LIPs and RIFs might choose or be encouraged to experiment with new procedures and measures on a pilot basis, for possible nomination to the pool. In addition, we would propose that workshops that include researchers and both LIP and RIF coordinators be held from time to time to discuss new measurement tools. These tools would take advantage of the availability of new strategies presented in the literature and the availability of new datasets for performance measurement, as well as responding to new performance measurement needs of the LIPs and RIFs. A small committee – including both LIP and RIF representatives and researchers – could be convened on an ad hoc basis to evaluate the nominations from the LIP and RIF experiments and the outcomes of the workshops.

Considerations in Developing Performance Measurement Tools that will Contribute to the Work of the LIPs and RIFs, and will Feed into CIC's Evaluation Strategy

Before we describe our recommendations for an initial pool of performance measures for the LIPs and RIFs, it is necessary to consider what these measures should look like to be effective. The goal is to develop a set of reliable and valid performance measures that result in increased consistency in performance measurement across LIPs and RIFs, improve efficiency, allow

information on performance measurement to be shared across LIPs and RIFs, and accurately reflect the value and outcomes of the LIPs and RIFs.

At a basic level, of course, the performance measures must be relevant and focus on the targeted outcomes of the LIPs and RIFs, including both short term and long term outcomes. Some measures would be similar across the LIPs and RIFs, though their scope would differ, with the RIFs covering larger geographic regions and focusing on Francophone minority immigrants and communities within these regions. Targeted measures for the LIPs versus the RIFs will also be required, where their expected outcomes differ.

Of importance, in order to ensure a valid set of measures, the measurement toolkit must go beyond self-report of outcomes by LIP and RIF staff, which may be subject to social desirability. Instead, the toolkit should include qualitative and quantitative measures that solicit responses from LIP and RIF staff (with clear instructions for completing these measures); measures that would be completed by individuals involved with the LIP or RIF (e.g., involved in governance or activities); and measures collected from individuals who are not directly involved with the LIP or RIF but are the 'target' of outcomes, including representatives of mainstream organizations, (Francophone) immigrants, and members of the community at large. Where available, measures that have previously been validated would prove especially useful. In addition, we would recommend that data be collected by a disinterested third party to ensure reliability and consistency across locations. Analyses of large-scale pre-existing datasets would complement the primary data collection, and would provide a picture of communities at large (including LIP cities or towns, RIF regions or provinces, and Francophone minority communities).

An important point to consider is the frequency of performance measurement. Repeated measurement is required to monitor progress over time and to examine the impact of adjustments that may be made to the partnership or its activities. While the short term outcomes are directly linked to LIP or RIF activities and should be collected on a regular basis (e.g., annually or biennially), the long term outcomes may require longer time frames to demonstrate change and, thus, should be the subject of performance measurement on a less frequent basis (e.g., every 3-5 years).

One final consideration regarding performance measurement is how it relates to the logic models developed for the LIPs and RIFs. Assuming that these models imply a causal process in which short term outcomes feed into long term outcomes, once sufficient data are available, it would be useful to examine the ability of the short term outcomes to predict the longer term outcomes for newcomers and communities. Such analyses would validate the processes that the LIPs and RIFs are using to promote positive long term outcomes, and suggest areas that require particular emphasis or alteration. For example, if it is found that the diversity of players involved in settlement and integration of (Francophone) newcomers predicts improved outcomes for these newcomers, this would support the need to mobilize a diversity of players in this endeavour. Similarly, if it is found that enhanced awareness of the issues surrounding and benefits of (Francophone) immigration among a wide array of actors predicts increased adaptation of programs and services for these immigrants, this would support the efforts that are put into the dissemination of information and awareness-raising programs.

Proposed Performance Measurement and Monitoring Tools

As mentioned earlier, the toolkit of performance measures may be seen as a work in progress that is refreshed and updated over time. We present here suggestions for an initial set of measures that would address many of the targeted outcomes of the LIPs and RIFs. Though with some exceptions we do not separate the measures for the LIPs and those for the RIFs, the measures will require tweaking to ensure that they are focused appropriately depending on the geographic scope of the individual LIP or RIF, and so that measures addressing RIF outcomes are directly applicable to Francophone minority immigrants and communities.

We present the set of measures using the same categories that we adopted earlier for describing the current performance measures of the LIPs and RIFs: (i) systematic recording of outputs and outcomes by LIP/RIF staff, (ii) data collected from individuals participating in the LIP or RIF, and attending LIP/RIF activities and events, (iii) data collected in the broader community, and (iv) analysis of large scale pre-existing datasets to examine community or region level variables. With a few exceptions, the first two categories tend to align with assessments of proximal, short term outcomes, and the last two with more long term outcomes. Again with some exceptions, the first two categories may be seen as more subjective and the latter two as more objective. The classification is also useful for practical considerations of who and what would be required to collect these measures, and the resources necessary to do so: see Table 1.

Table 1: Framework for Developing Performance Measurement Indicators

Source of Data	Systematic recording of outputs and outcomes by LIP or RIF staff	Data collected from individuals participating in the LIP or RIF and from those attending LIP or RIF activities and events	Data collected in the broader community	Analysis of large scale pre-existing datasets
Key Characteristics	<ul style="list-style-type: none"> • Measurement of the activities of the LIP or RIF • Measures proximal outcomes • Measures short term outcomes • More directly attributable to the LIP or RIF • More subjective measurement • Low cost 	<ul style="list-style-type: none"> • Measurement of LIP or RIF impact on those directly connected with the network • Measures proximal outcomes • Measures short term outcomes • More directly attributable to the LIP or RIF • Somewhat subjective measurement • Intermediate cost 	<ul style="list-style-type: none"> • Measurement of community level outcomes • Measures distal outcomes • Measures long term outcomes • Less directly attributable to the LIP or RIF • More objective measurement • Higher cost 	<ul style="list-style-type: none"> • Measurement of community level outcomes • Measures distal outcomes • Measures long term outcomes • Less directly attributable to the LIP or RIF • More objective measurement • Intermediate cost
Outcomes Assessed	<ul style="list-style-type: none"> • Partnerships and collaborations • Increased capacity to implement strategic plans to support the settlement and integration of (Francophone) newcomers and foster welcoming communities • Enhanced engagement of a diversity of players in the settlement and integration of (Francophone) newcomers • Enhanced awareness of needs and issues surrounding (Francophone) immigration among a wide array of actors • Leveraging of resources 	<ul style="list-style-type: none"> • Partnerships and collaborations • Information sharing • Enhanced engagement of a diversity of players in the settlement and integration of (Francophone) newcomers • Enhanced awareness of needs and issues surrounding (Francophone) immigration among a wide array of actors • Increased capacity to support the settlement and integration of (Francophone) newcomers and foster welcoming communities 	<ul style="list-style-type: none"> • Responsiveness of mainstream services to the needs of (Francophone) immigrants and communities • Coordination of services • Welcoming, receptive communities • Enhanced knowledge, accessibility and uptake of services by (Francophone) immigrants • Economic, social, civic, and cultural integration 	<ul style="list-style-type: none"> • Attraction and retention of (Francophone) immigrants • Increased uptake of services • Community welcome-ability • Economic and socio-cultural integration

Systematic Recording of Outputs and Outcomes by RIF and LIP Staff

The RIF and LIP staff are in the best position to record many of the basic features of the partnerships (e.g., the diversity of players participating) and their tangible outputs or outcomes (e.g., holding of events and development of products). So that this does not become just an exercise in counting, however, explicit links should be made to the targeted outcomes for the RIFs and LIPs.

Partnerships and Collaborations

A targeted outcome of both the LIPs and the RIFs is the establishment of partnerships and collaborations among diverse actors. Feedback we obtained from the LIPs and RIFs repeatedly stated that performance measurement needs to take into account the realities of their communities and their characteristics. To do so, initial asset mapping of the community or region that is the focus of the LIP or RIF, preferably by an independent body, would be useful for establishing what is available to work with. This asset mapping would include relevant service provider organizations, relevant mainstream organizations (classified by sector), relevant ethnocultural organizations, and relevant networks (e.g., community or regional networks whose interests intersect with those of the LIP or RIF). The asset mapping would then provide a background against which the breadth of the partnership and collaborations could be assessed. For example, including one ethnocultural organization in the LIP or RIF council should be interpreted differently depending on whether there are only two relevant ethnocultural organizations within the LIP or RIF geographic region versus twenty. Thus, the asset mapping allows an assessment of what proportion of desired players are directly participating in or are partners in the LIP or RIF. Once the asset mapping has been conducted, the LIP and RIF staff can record:

- Proportion of relevant service provider organizations directly participating in the partnership and proportion that are extended partners (i.e., linked to the partnership but not directly involved in its governance and major activities)
- Proportion of relevant mainstream organizations directly participating in the partnership and proportion that are extended partners – broken down by sector (e.g., municipalities, health organizations, educational institutions, employers)
- Proportion of relevant ethnocultural organizations directly participating in the partnership and proportion that are extended partners
- Proportion of relevant networks (e.g., community or regional networks whose interests intersect with those of the LIP or RIF) that are extended partners of the LIP or RIF

Partnerships and collaborations can also be measured by the LIP and RIF staff by looking at the activities that organizations participating in the LIP or RIF are conducting together, either as part of LIP or RIF initiatives, or more broadly. This includes recording:

- Activities organized by the LIP or RIF that involve more than one organization in a leadership role
- Percentage of LIP or RIF projects that are based on collaboration among more than one organization, and with mainstream organizations

- Collaborations that the LIP or RIF has fostered – these are collaborative activities that are not directly organized by the LIP or RIF, and can be linked back to connections formed through the LIP or RIF (e.g., collaboration between the London and Middlesex Health Unit and the Islamic Centre on a summer camp program)
- Funding applications based on the LIP or RIF strategic priorities (to CIC and other funders) that involve more than one organization – for example, agencies collaborating to develop grant proposals for new programs or services

Increased Capacity to Implement Strategic Plans to Support the Settlement and Integration of (Francophone) Newcomers and Foster Welcoming Communities

At a basic level, it is important to develop a measure of the successful implementation of activities and projects by the LIPs and RIFs, which may include both outputs and short term outcomes. These activities and projects should fit with the strategic priorities of the LIP or RIF, and with the plans and deliverables set out in Schedule 1 of its contribution agreement. For the RIFs and some LIPs, this would include the recruitment of (Francophone) immigrants to the community or region. To assess these basic outcomes, LIP and RIF staff can record:

- Activities conducted during the year, and the specific goal each of these activities targeted, as laid out in the contribution agreement; who and what contributed to this achievement; challenges encountered
- Products produced during the year, and the specific goal each of these products targeted, as laid out in the contribution agreement; who and what contributed to this achievement; challenges encountered
- Goals set out in the contribution agreement that were not met, and why this occurred

Enhanced Engagement and Awareness of Needs and Issues Surrounding (Francophone) Immigration Among a Wide Array of Actors

Both the LIPs and RIFs aim to enhance the engagement and awareness of mainstream organizations about the needs of immigrants, with the RIFs specifically focused on Francophone immigrants. To begin to assess their performance in doing so, LIP and RIF staff can record:

- Presentations to the community (including nature of the audience, and who initiated the process)
- Invitations to attend meetings and participate on boards (with descriptions provided)
- Other relevant community conversations

The goal is to assess the degree to which mainstream organizations are looking to the LIPs and RIFs for information about immigration-relevant issues, and the opportunities that are available to convey this information.

Leveraging of Resources

Leveraging of resources for activities identified in strategic plans can be divided into two components: in-kind contributions to the activities of the LIP or RIF, and leveraging of outside resources. For in-kind resources, LIP and RIF staff can record the following in-kind contributions:

- Volunteer time: This includes the unpaid time of individuals who participate in LIP or RIF governance and working groups, and in implementing activities and events. It may also include volunteer time for research (e.g., student time) and related activities
- Space: This includes contributed or discounted space for regular meetings of the LIP or RIF, and for activities or events
- Administrative assistance: This includes the unpaid contributions of host organization staff for supporting the work of the LIP or RIF
- Supplies: This includes unpaid photocopying, printing, and other supplies that support the work of the LIP or RIF

Of importance is that a common metric be utilized across LIPs and RIFs for calculating these in-kind contributions. Some guidance should be provided in this regard, particularly with respect to volunteer time.

Leveraging of outside resources can also be recorded by LIP or RIF staff. This includes successful applications for additional funding that directly support the activities of the LIP or RIF, as well as successful applications for additional funding that do not directly support LIP or RIF activities but were stimulated by the activities or priorities of the LIP or RIF. For example, if a LIP or RIF identifies a need in the community or region and organizations successfully apply for funding to meet this need, or if (Francophone) immigrant relevant funding is successfully obtained by a community organization stimulated by a LIP or RIF notification of funding opportunities or funders' forum, this should be attributed to the LIP or RIF.

Data Collected from Individuals Participating in the RIF or LIP and Attending RIF or LIP Activities and Events

Moving out one level from the centre of the LIP or RIF, in order to measure performance it is also important to collect data from individuals participating in the partnership and those attending relevant activities and events.

Partnerships and Collaborations, Information Sharing, and Engagement of a Diversity of Players

Surveys and structured interviews would be useful for gaining the perspective of those directly involved with the LIPs and RIFs. Information to be obtained would focus on perceptions of the partnership, including its operations, new collaborations, value as a source of information, value in working toward long term outcomes, and impact on the community. There are several validated instruments that could be adapted for use here and contribute to this assessment, including the Assessment of Interprofessional Team Collaboration Scale (AITCS; Orchard, King, Khalili, & Bezzina, 2012), the Interprofessional Socialization and Valuing Scale (ISVS; King, Shaw, Orchard, & Miller, 2010), and the Community Impacts of Research Oriented Partnerships Scale (CIROP; King et al., 2009). Additional questions would be required to fully capture perceptions of the value and specific impact of the partnership.

In addition, it would be useful to include questions that focus on new partnerships and activities that have been stimulated by the LIP or RIF. Though this would overlap with information recorded by the LIP or RIF staff, it could be used to validate and add to that information through information obtained from LIP and RIF participants and partners, including:

- New collaborations that the LIP or RIF has fostered – these are collaborative activities that are not directly organized by the LIP or RIF, and can be linked back to connections formed through the LIP or RIF (including collaborations with mainstream organizations)
- Funding applications for new programs or services based on the LIP or RIF strategic priorities (to CIC and other funders), with the inclusion of information on whether these involve more than one organization
- Adaptation of mainstream services to respond to the needs of (Francophone) immigrants in response to increased awareness and information on these needs

Information Sharing, Engagement of a Diversity of Players, Increased Awareness, and Increased Capacity to Support the Settlement and Integration of (Francophone) Newcomers

Measures of information sharing and engagement of a diversity of players, as well as measures of increased awareness and capacity to support the settlement and integration of (Francophone) immigrants, can also be obtained from those attending LIP and RIF events and participating in their activities. A common assessment device to obtain feedback at events and following activities (perhaps with some optional questions) would be useful for accumulating a body of information about information sharing, engagement, awareness, and capacity over time, as well as providing direct feedback to the LIPs and RIFs to guide future activities and events. Questions would focus on the value of information provided, on new learnings, on opportunities for and facilitation of new collaborations, and on the likelihood of changing practices as a result.

Data Collected in the Broader Community

In the toolkit of performance measures, it would be useful to include tools for collecting data in the broader community. Unlike direct service delivery where it is possible to determine impact by collecting information from those who use these services, to determine the impact of the LIPs and RIFs it is important to examine their potential effects on the broader community. Proposed tools address the responsiveness of mainstream services to the needs of (Francophone) immigrants and communities, coordination of services, accessibility and uptake of services, welcoming communities, and outcomes for (Francophone) immigrants. The tools include surveys of key representatives of relevant organizations (both service providers and mainstream organizations), surveys of (Francophone) immigrants, and interviews of opinion leaders. They also include a common procedure for analyses of key documents of mainstream organizations, to be described below. Where appropriate, it would be efficient for RIFs and LIPs in a region to collaborate in data collection, adapting questions to their own needs. This would reduce costs and avoid respondent burn-out.

Responsiveness of Mainstream Services to the Needs of (Francophone) Immigrants and Communities, and Coordination of Services

To begin to assess the impact of the RIFs and LIPs on the local communities or regions in which they operate, a survey of organizations can be implemented. Such a survey would include both mainstream organizations – including municipalities, employers, school boards, health centres, police, United Ways, and other non-settlement specific organizations – and service providers, with a more extensive set of questions addressed to the mainstream organizations. For both,

questions would assess the extent of knowledge of other services for (Francophone) immigrants in the community, the degree to which (Francophone) clients are referred to other relevant agencies and services, perceptions of the extent to which there is knowledge sharing among relevant organizations, and where possible, the extent to which these effects are attributed to the work of the LIP or RIF. Representatives of non-settlement organizations would also be asked a set of questions regarding the awareness of (Francophone) immigrant relevant issues and needs within their organization (e.g., are they in tune with and responsive to the demographics of their community), the extent to which their services have been adapted to address these needs, and where possible, the extent to which these effects are attributed to the work of the LIP or RIF. In addition, representatives of non-settlement organizations would be asked to rate their tendency and the likelihood that they would go to the LIP or RIF as a source of information on immigrant-relevant issues.

In order to assess the potential impact of the LIPs and RIFs on the responsiveness of mainstream services to the needs of (Francophone) immigrants, document analyses can also be conducted. These analyses would utilize a common template to determine whether key documents of relevant mainstream organizations provide evidence of responsiveness to (Francophone) immigrant needs, and acknowledgement of these needs in their mandates, planning processes, and activities. For an example of how these analyses can be conducted, see *Measurement of Outcomes of Local Immigration Partnerships: Baselines Indicators of Welcoming Communities* (Ravanera et al., 2012), which includes measures designed to assess municipal features and services sensitive to the presence and needs of newcomers. These measures can be adapted for a variety of mainstream organizations.

Welcoming, Receptive Communities

One strategy for assessing the extent to which the LIPs and RIFs are promoting more welcoming communities that are receptive to (Francophone) immigrants would be to conduct large-scale surveys of public attitudes. Such surveys would be prohibitively expensive, however. A more viable option would be to conduct structured interviews of opinion leaders – those in leadership positions within governmental and nongovernmental organizations (including employers) who occupy positions of authority and are in a position to influence decisions and public opinion in their communities – to determine the warmth of the welcome and the degree of receptivity to (Francophone) immigrants within a region or local community. Such a procedure is well tested within the field of political science, and has been applied previously to assessing attitudes and perceptions of immigrants and diversity in Ontario communities (Tossutti & Esses, 2011).

Enhanced Knowledge, Accessibility and Uptake of Services by (Francophone) Immigrants, and Economic, Social, Civic, and Cultural Integration

Given that positive outcomes for (Francophone) immigrants are the ultimate goals of the LIPs and RIFs, standardized surveys of these individuals as to their experiences of settlement services and their outcomes would seem warranted. Several recent large-scale surveys provide a basis for developing a survey instrument that assesses immigrant outcomes, including the Alberta Settlement Outcomes Survey (Esses, Ravanera, Burstein, Hallman, & Medianu, 2012), the Western Settlement Outcomes Survey (Esses, Hamilton, Wilkinson, & Zong, 2013), the Making

Ontario Home Survey (OCASI, 2012) and the National Settlement Outcomes Survey (see Kunsken & Wong, 2013). In addition, the Alberta Settlement Outcomes Survey includes a full module of questions assessing knowledge, accessibility, and uptake of services, which would contribute in this regard. With respect to Francophone immigrants in particular, some questions could be adapted from the Survey on the Vitality of Official Language Minorities (Statistics Canada, 2006). It is also the case that a project currently in progress (Hamilton et al., 2014) is developing a survey instrument specifically for use with official language minority immigrants and communities (e.g., modules on language practices; knowledge, availability, access to, and satisfaction with Francophone/Anglophone institutions, services, and activities in the community).

Analysis of Large Scale Pre-Existing Datasets to Examine Community or Region Level Variables

Large-scale pre-existing datasets, particularly those available from Statistics Canada, provide a wealth of information that can assist in measuring LIP and RIF outcomes at the community or regional level. These data are available through the Research Data Centres at universities across the country. They can be used to assess attraction and retention of (Francophone) immigrants, which is of particular importance to the RIFs and to Northern and rural LIPs, the welcome-ability of particular communities and regions, and (Francophone) immigrant integration. The maps presented in Appendix A and the Census Geographies presented in Appendix B provide information on the geographic coverage of the LIPs and RIFs that will assist in this regard. In a given year, it would be efficient for RIFs and LIPs who are interested in analyses of pre-existing datasets to collaborate, reducing costs for the analyses.

Attraction and Retention of (Francophone) Immigrants

The IMDB, linking landing data and tax files, is perhaps the best current data source for assessing the attraction and retention of (Francophone) immigrants, given its yearly longitudinal nature and ability to accurately track where individuals live over time through their tax records. That is, these data provide information on the number and characteristics of (Francophone) immigrants who settle in a community or region, the number and characteristics of those who stay, and the number and characteristics of those who leave for other communities, provinces, or countries. Community or regional characteristics that predict retention can also be examined. Such analyses not only provide information on attraction and retention rates for particular communities or regions – important outcomes in themselves for the RIFs and LIPs – but also factors that may be driving these effects. Procedures for examining these determinants of the retention of (Francophone) immigrants using the IMDB have been developed by Haan et al. (2013; 2014).

Increased Uptake of Services

In order to determine whether the LIPs and RIFs are increasing service uptake, iCARE data can be analyzed to examine service use patterns by (Francophone) immigrants within a LIP or RIF region. These data provide information on type of services utilized and by whom, as well as preferred language of service and actual language of delivery (of particular relevance to the

RIFs). Of note, while iCARE may be used to assess outputs for direct service providers, in the case of the LIPs and RIFs, it would be used to assess a long term outcome at the community level.

Community Welcome-ability

Ravanera, Esses, and Fernando (2013) have recently begun work on a welcome-ability index designed to measure the capacities of communities to welcome and integrate newcomers. To date, data from two large scale pre-existing datasets play a central role in this index, specifically data from the Canadian Census and the Canadian Community Health Survey, which provide data that feeds into latent variables for economic, social, and health domains, from which the welcome-ability index is currently derived. The welcome-ability index has the potential to play an important role in assessing an important long-term outcome of the LIPs and RIFs: more welcoming communities. Further work is underway to continue to develop the index and assess its applicability to official language minority immigrants (Ravanera et al., 2014).

Economic and Socio-Cultural Integration of (Francophone) Immigrants

The IMDB, Canadian Census (or National Household Survey), Canadian Community Health Survey, and the Labour Force Survey provide a variety of variables that can also be used to assess the economic and socio-cultural integration of (Francophone) immigrants at the level of communities or regions (see Ravanera et al., 2012 for an analysis of some of these measures at the level of the Ontario Local Immigration Partnerships). In terms of economic integration, data are available on such outcomes as employment status, occupation, income, and dwelling ownership; measures of social-cultural integration are available on such outcomes as psychological well-being, life satisfaction, sense of belonging, and membership in voluntary organizations. Of importance, comparisons can be made to non-immigrants and between recent and established immigrants.

Analyses of some of these datasets for official language minority immigrants in different regions of the country are currently in progress (Ravanera et al., 2014). One point to consider in using the datasets is their frequency of collection – the Labour Force Survey is administered monthly, the IMDB includes data collected on an annual basis, the Canadian Community Health Survey is collated biennially, and of course the census only occurs every five years. While analyses of other datasets would be of potential value (e.g., General Social Survey), at present the sample sizes are not large enough to conduct detailed analyses at the level of individual LIPs, though they may be of use to the RIFs.

Future Possibilities

Statistics Canada and Citizenship and Immigration Canada are either linking, or investigating the utility of linking, multiple data sources to each other, and we expect that some of these files will be useful for assessing LIP and RIF outcomes. One promising initiative involves linking the 2006 Long Form Census to T1 tax files and the 2011 National Household Survey (NHS). These data will be useful because they will contain detailed socio-cultural and demographic data in both 2006 and 2011 (from the Census and the NHS) linked to detailed 2006-2011 income and

location information from the tax files. Should this linkage be approved (Statistics Canada's Policy Committee is currently considering the linkage application), it would be possible to begin to identify whether areas with RIFs and LIPs have higher levels of retention, social integration, and economic performance than those without. Another file of interest is the Landing Record - National Household Survey file, which will link landing data to NHS data for as many immigrants as possible. This would allow analyses of more detailed geography (due to increased sample size), as well as examination of differences by admission category.

Each of these files has its advantages. The 2006 Census-T1 tax file-2011 NHS file has more information, but the sample size is smaller (containing only the ~400,000 people that completed the 2006 Long Form Questionnaire and the 2011 NHS), and it is not possible to identify category of admission. The Landing Records-2011 NHS data are useful because the file has a larger sample, but unfortunately none of the longitudinal labour market information from the tax files are present in this datafile. It would likely be necessary to glean data from these and other sources to obtain an adequate picture of RIF and LIP outcomes.

Next Steps

In order to move forward with the performance measurement toolkit, several decisions and activities will need to be undertaken. First, as described earlier, a decision will need to be made about which measures will be mandatory and which discretionary. A number of considerations may go into this decision, including feasibility, cost, reliability and validity of the different measures, and diversity of common indicators desired. Second, to ensure that the performance measures appropriately feed into CIC's evaluation strategy, a prioritization exercise would prove useful. Such an exercise would allow CIC's evaluation to assemble and weight the various indicators according to how important and central they are to the goals of the LIP and RIF networks.

The decisions to be made require input from a variety of players including CIC, LIP and RIF representatives, the FCFA, and researchers. Thus, we suggest that next steps include consultations and one or several workshops to address these issues and work toward a consensus on how best to use performance measures to support the work of the LIPs and RIFs, and evaluate their contributions.

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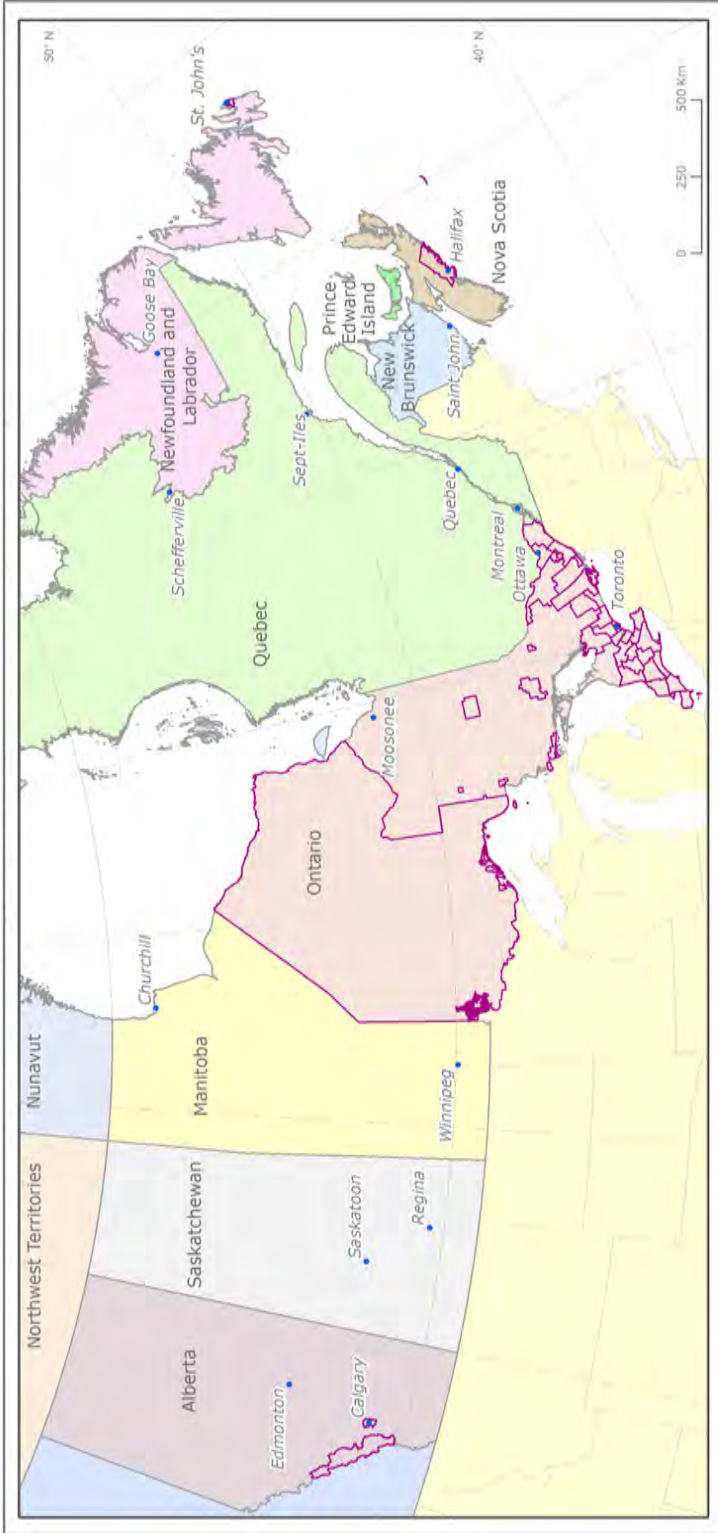
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**Appendix A: Maps Showing the Location of the Local
Immigration Partnerships and the Réseaux de soutien à
l'immigration francophone**

Local Immigration Partnerships (LIPs)



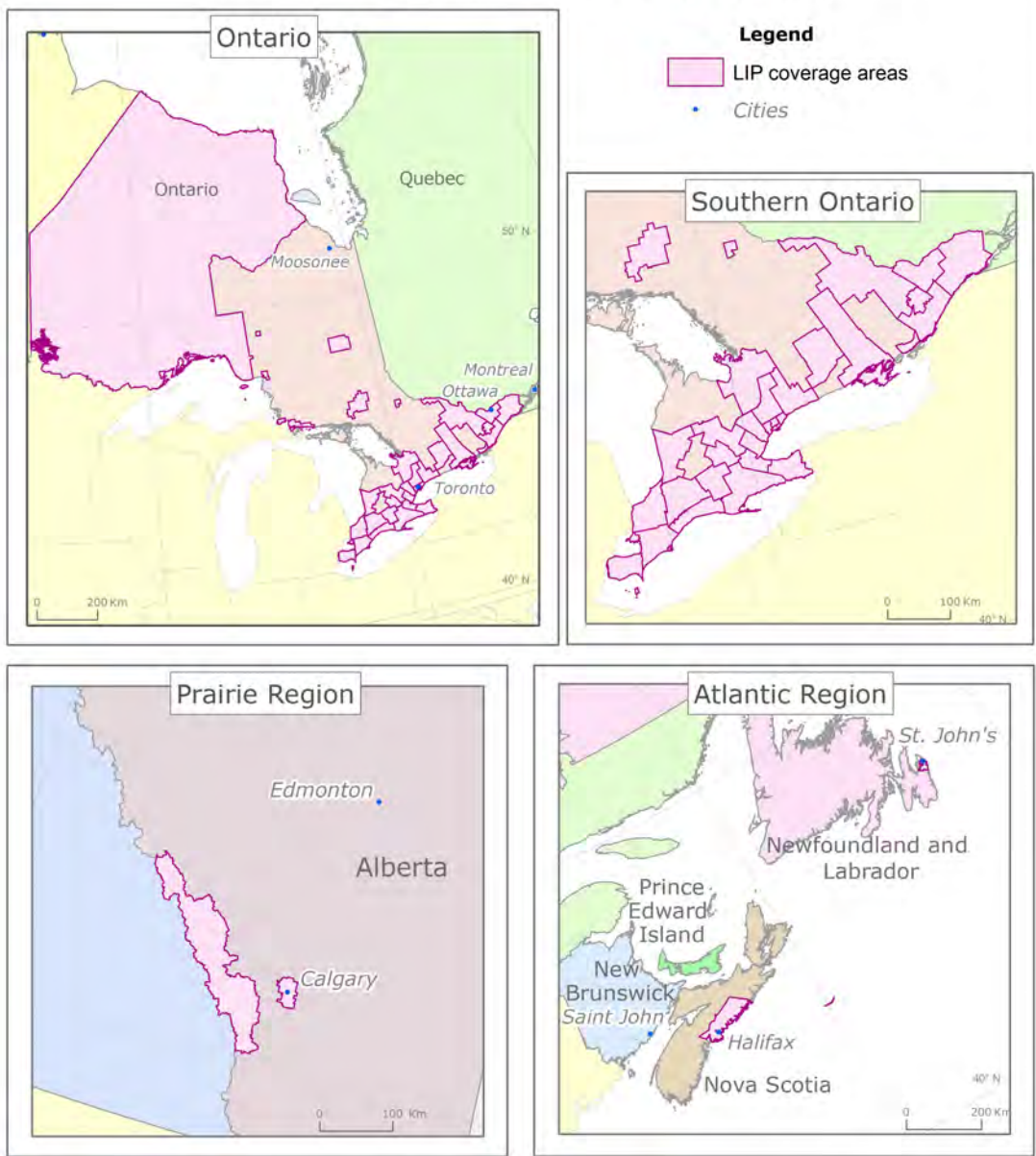
Legend

- LIP coverage areas
- Cities

PATHWAYS TO PROSPERITY
Promoting Welcoming Communities in Canada

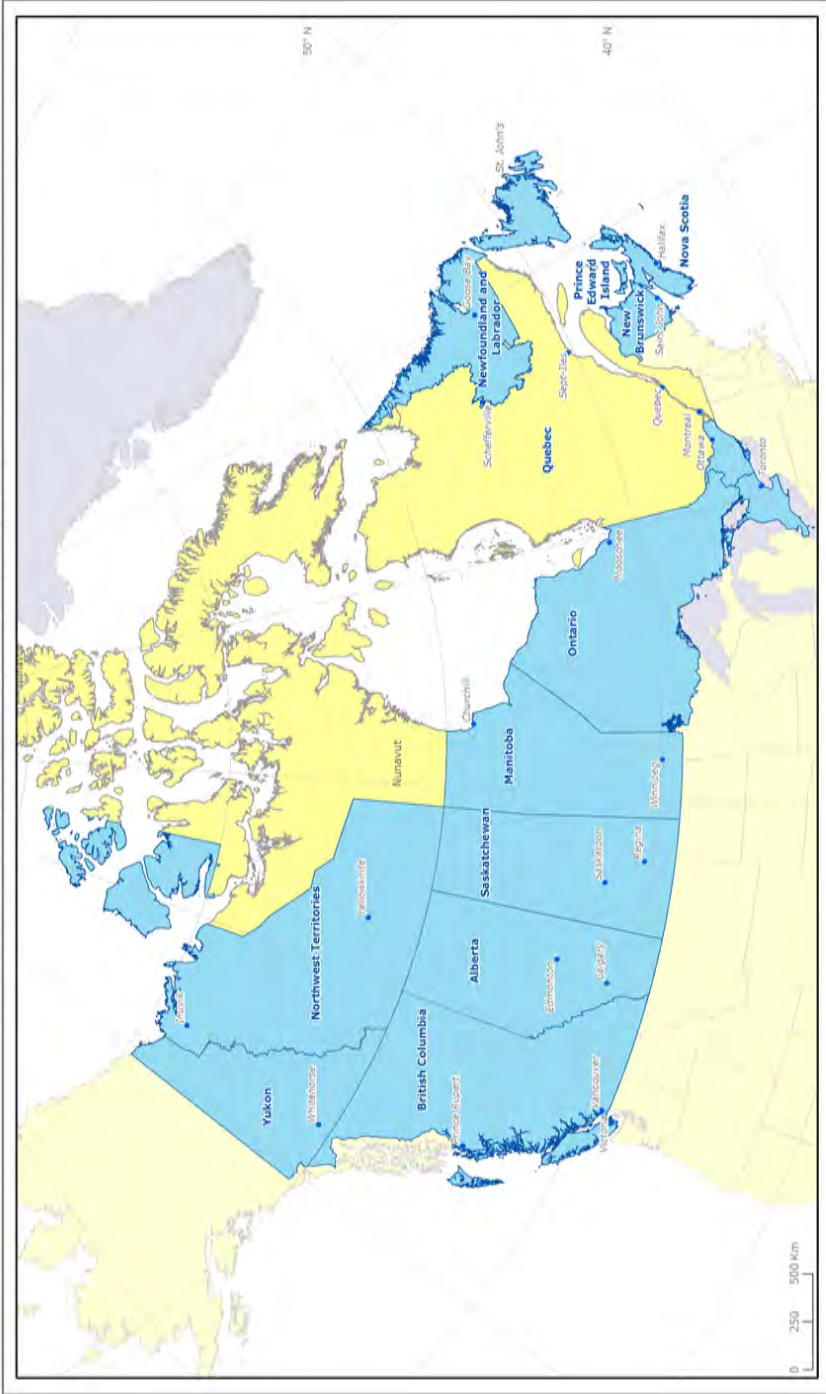
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 Date: March, 2014
 Map design by: Alexandra Bozheva
 Base layers source: Statistics Canada Census 2011 boundary files, ESRI
 Projection: Canada Albers Equal Area Conic, North American Datum 1983

Local Immigration Partnerships (LIPs)



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 Date: March, 2014
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Francophone Immigration Networks



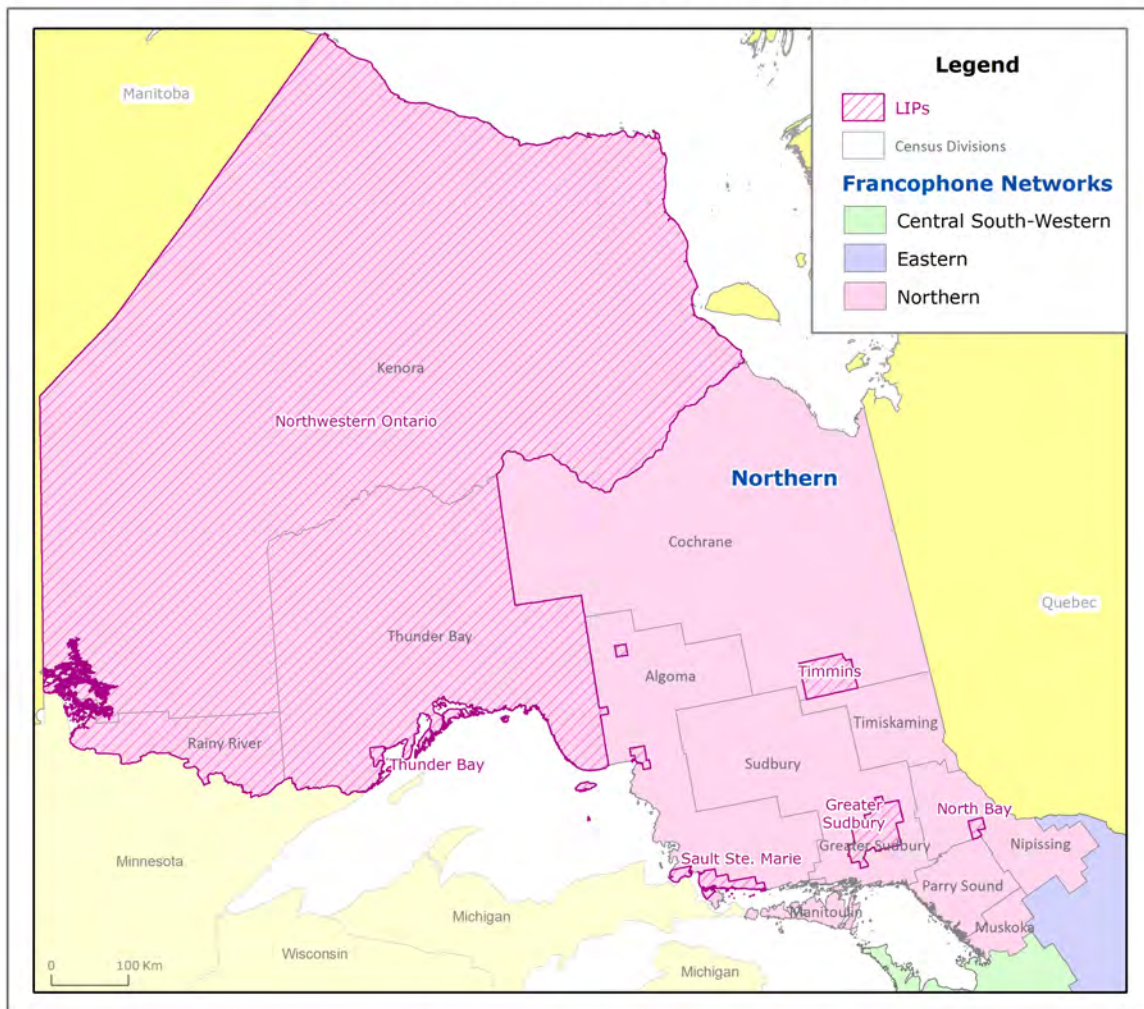
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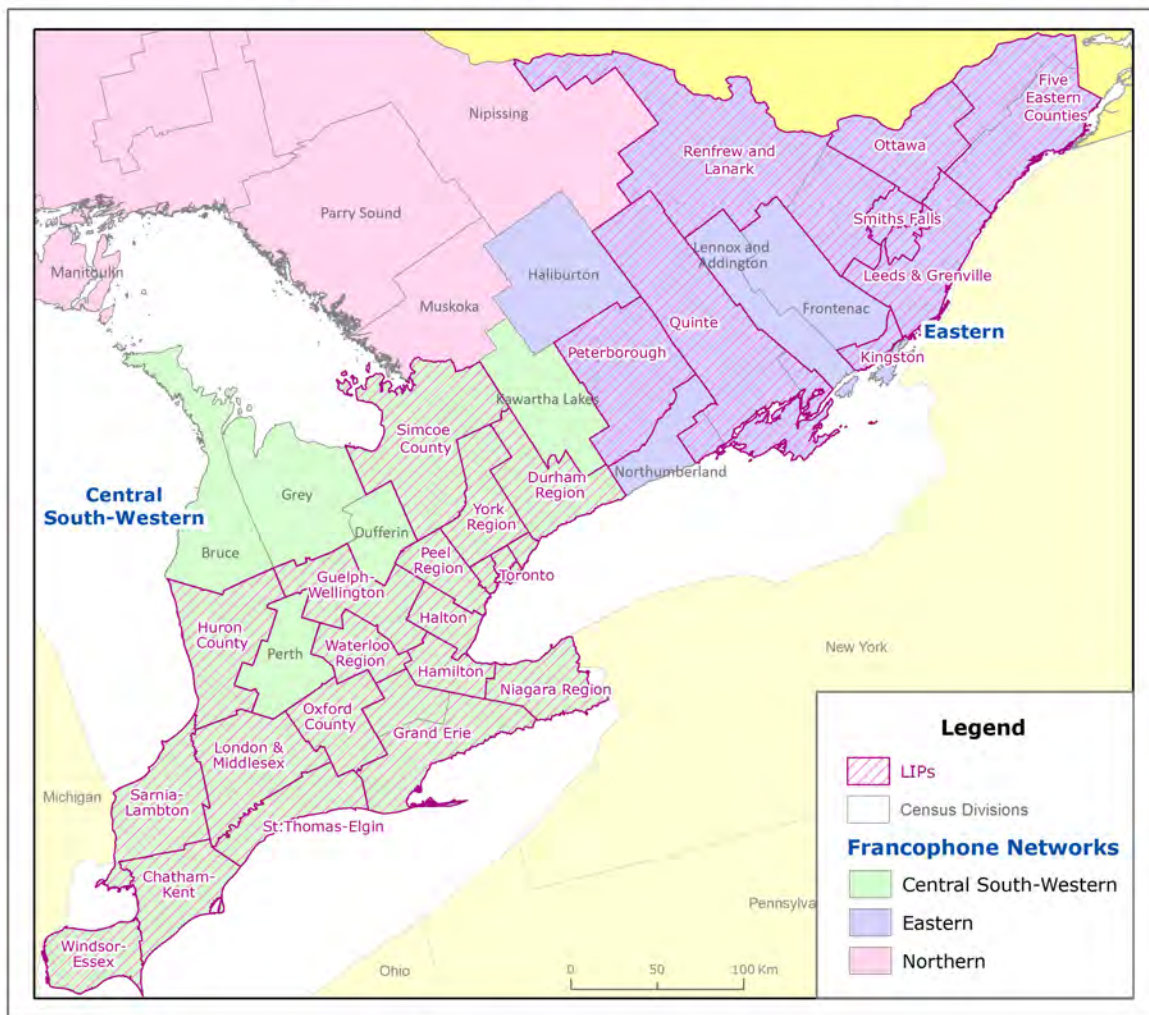
- Network coverage areas
- Cities

Northern Ontario Local Immigration Partnerships (LIPs) and Francophone Immigration Networks



Produced for: Pathways to Prosperity Canada
 Date: March, 2014
 Map design by: Alexandra Bozheva
 Base layers source: Statistics Canada Census 2011 boundary files, ESRI
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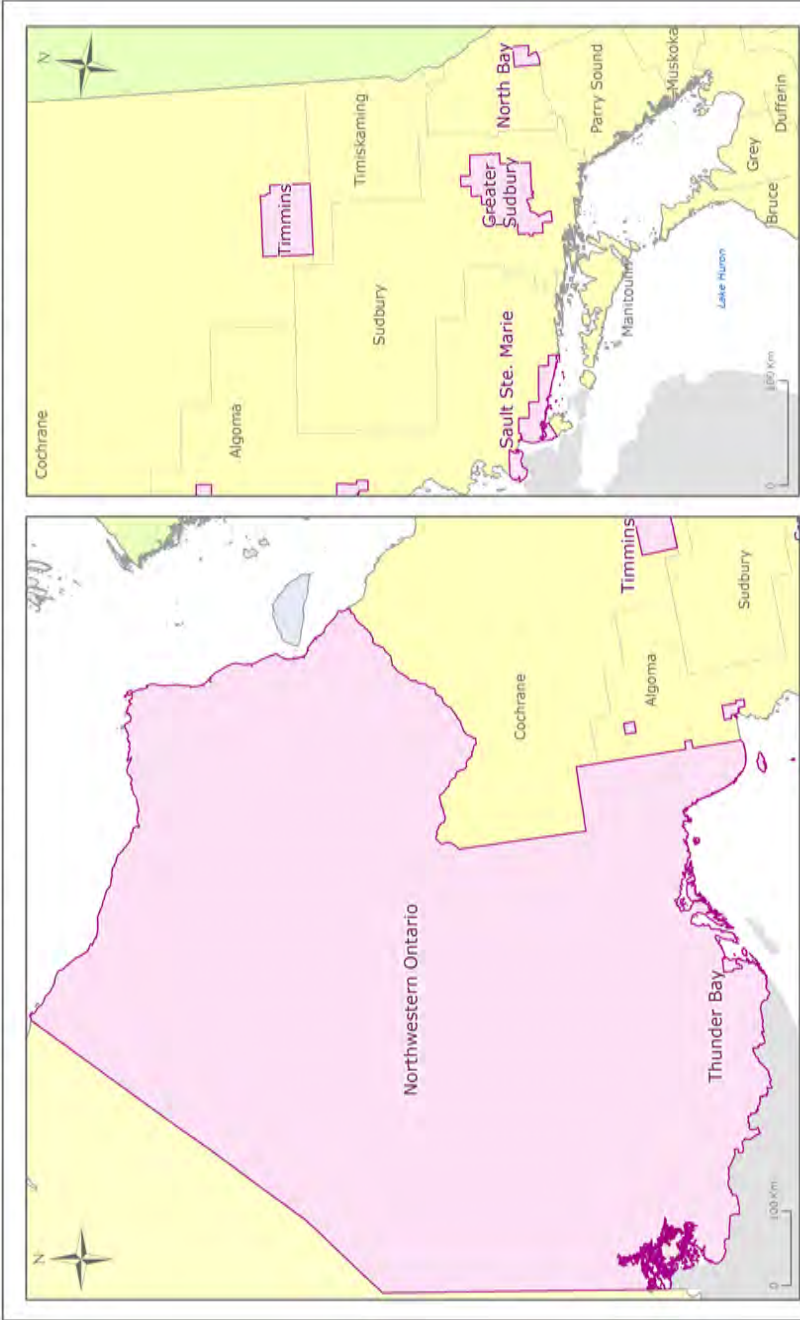
Southern Ontario Local Immigration Partnerships (LIPs) and Francophone Immigration Networks



PATHWAYS TO PROSPERITY
Promoting Welcoming Communities in Canada

Note: The Quinte LIP boundaries are tentative
 Produced for: Pathways to Prosperity Canada
 Date: March, 2014
 Map design by: Alexandra Bozheva
 Base layers source: Statistics Canada Census 2011 boundary files, ESRI
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Northern Ontario Local Immigration Partnerships (LIPs)



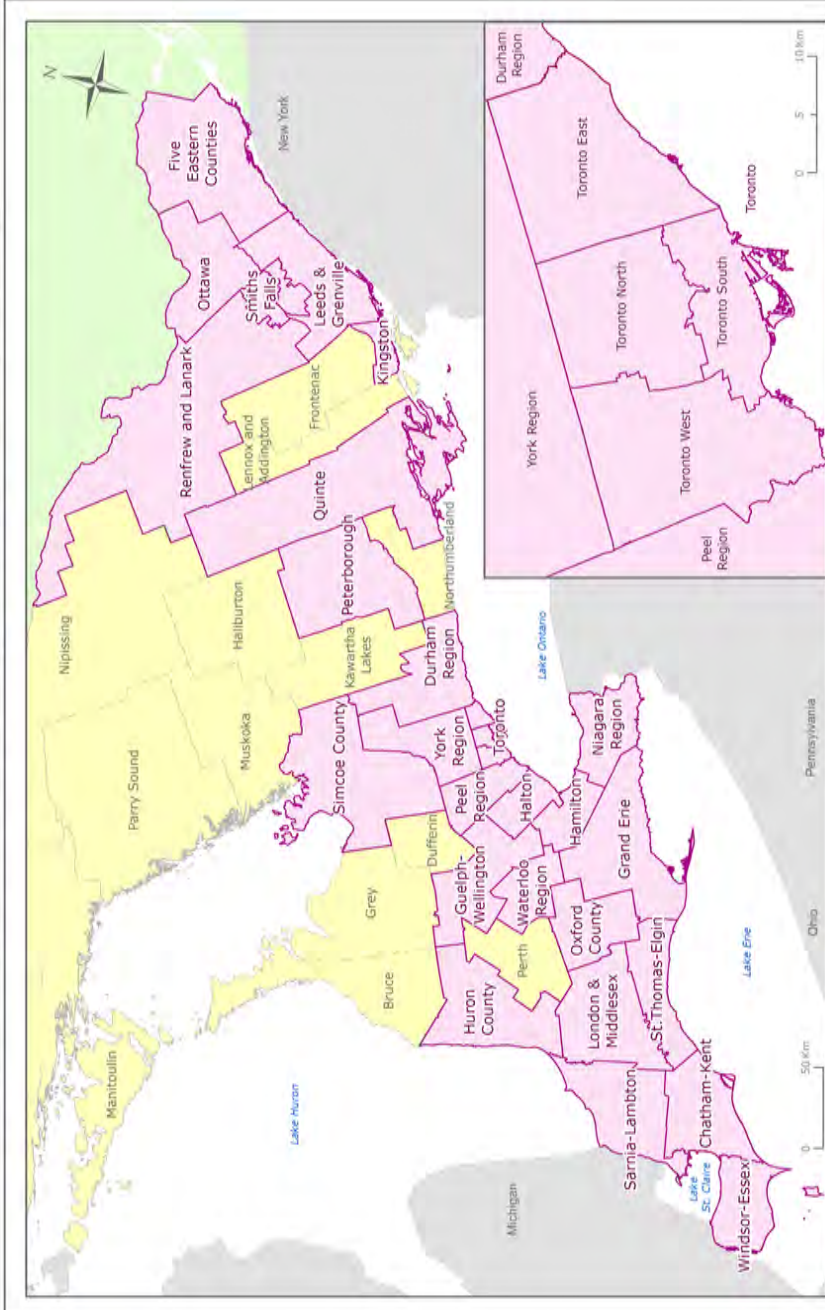
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- LIPs
- Census Divisions

PATHWAYS TO PROSPERITY
Promoting Welcoming Communities in Canada

Produced for: Pathways to Prosperity Canada
Date: March, 2014
Map design by: Alexandra Bozheva
Base layers source: Statistics Canada Census 2011 boundary files, ESRI
Projection: Canada Albers Equal Area Conic, North American Datum 1983

Southern Ontario Local Immigration Partnerships (LIPs)



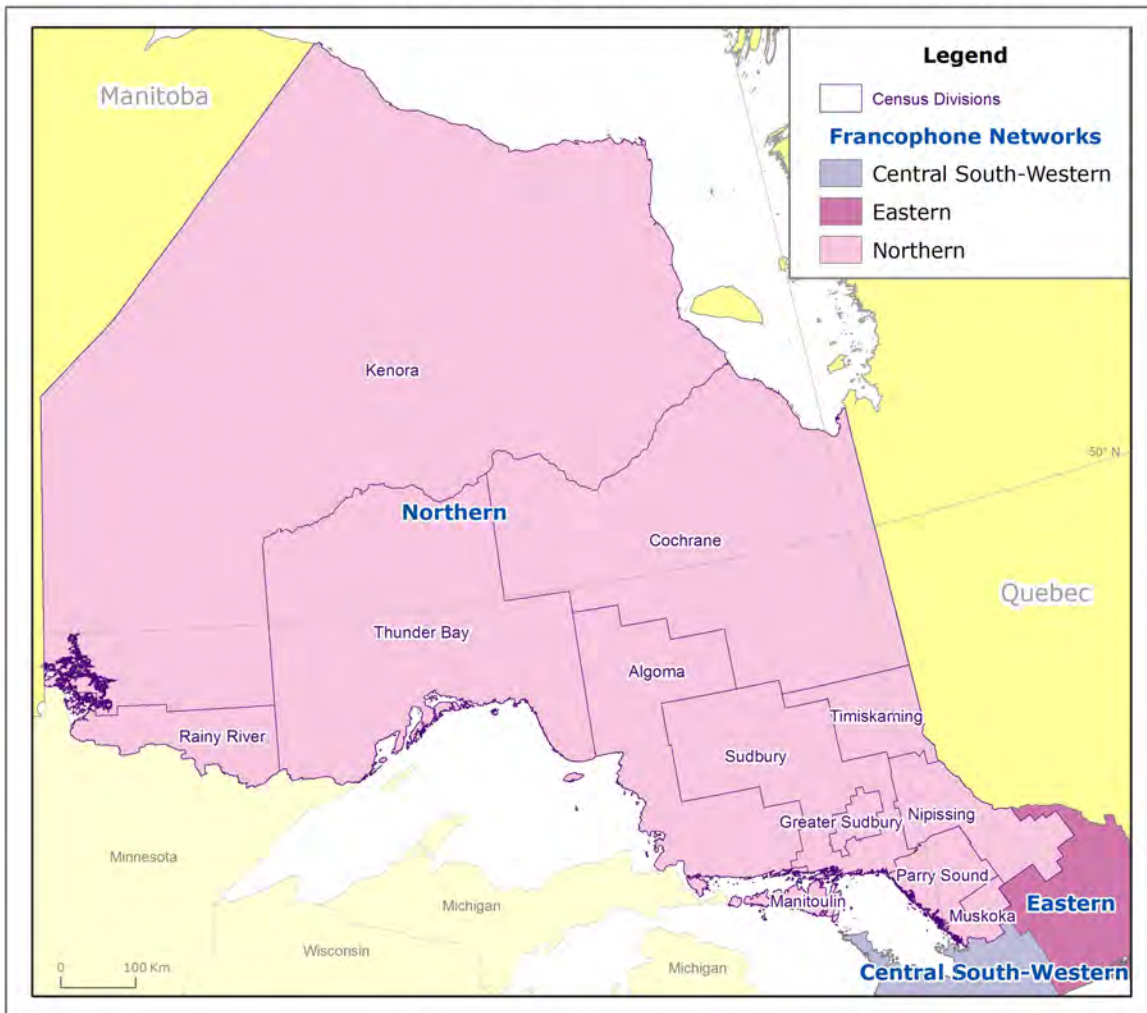
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Legend

- LIPs
- Census Divisions

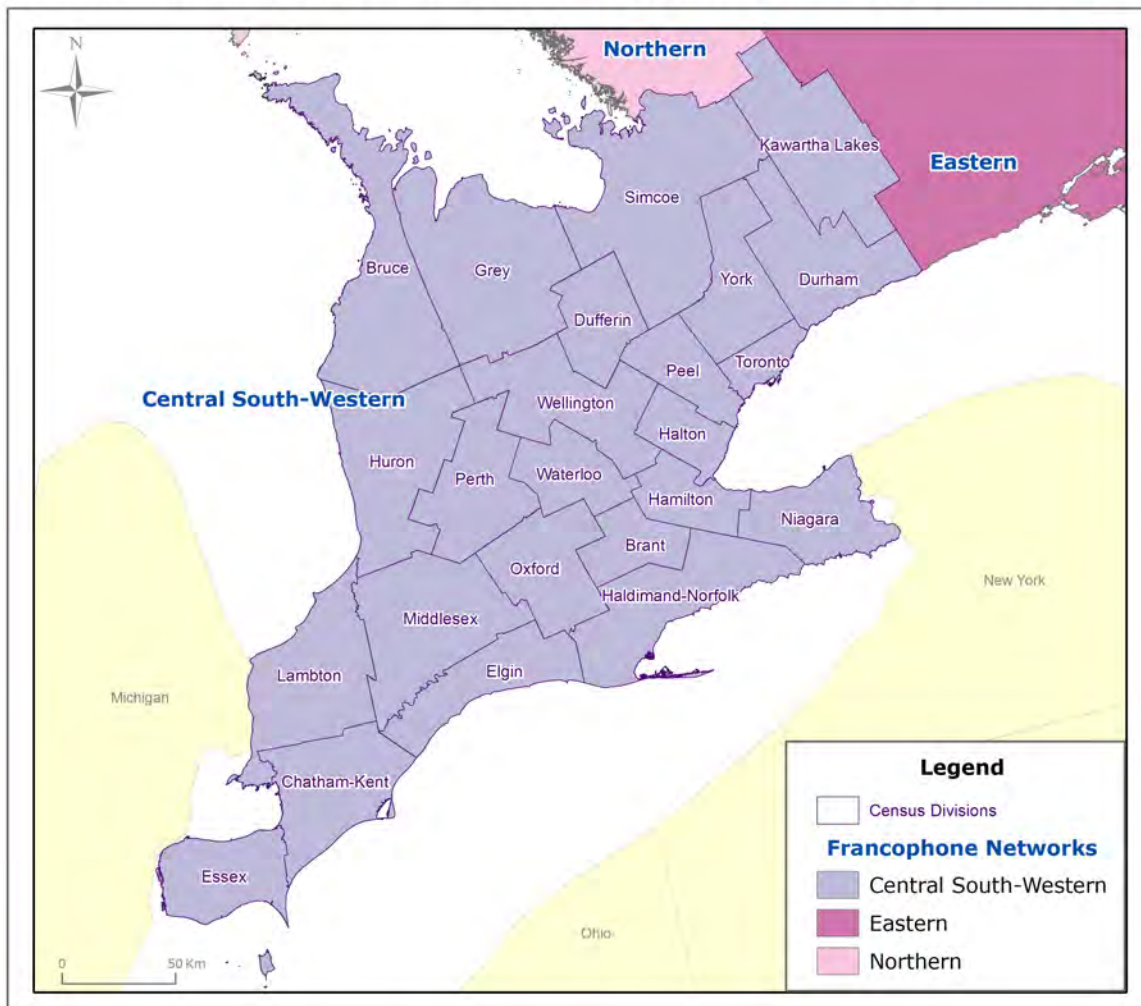
Northern Ontario Francophone Immigration Network



PATHWAYS TO PROSPERITY
 Promoting Welcoming Communities in Canada

Produced for: Pathways to Prosperity Canada
 Date: March, 2014
 Map design by: Alexandra Bozheva
 Base layers source: Statistics Canada Census 2011 boundary files, ESRI
 Projection: Canada Albers Equal Area Conic, North American Datum 1983

Central South-Western Ontario Francophone Immigration Network



**PATHWAYS TO
PROSPERITY**
Promoting Welcoming Communities in Canada

Produced for: Pathways to Prosperity Canada

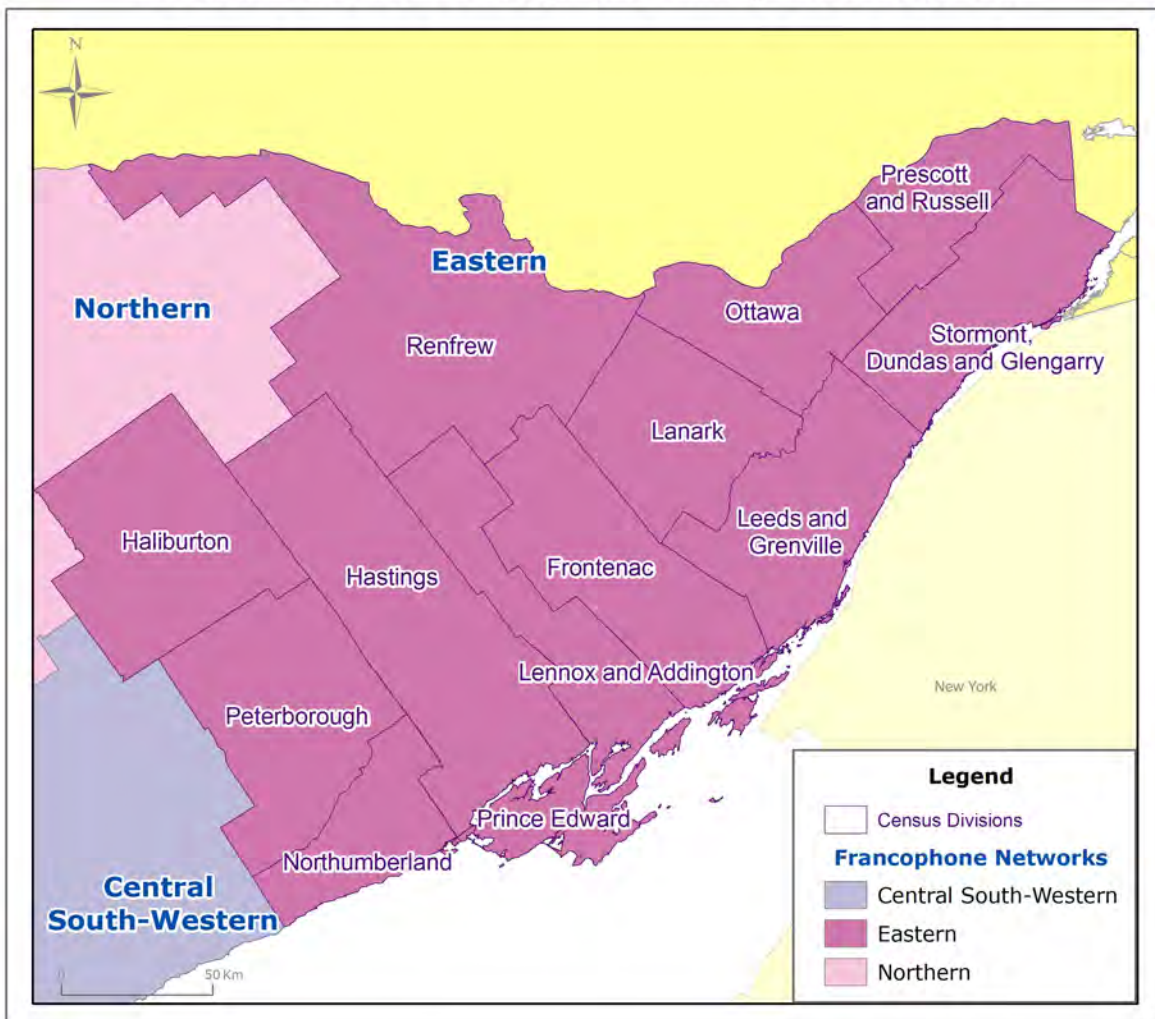
Date: March, 2014

Map design by: Alexandra Bozheva

Base layers source: Statistics Canada Census 2011 boundary files, ESRI

Projection: Canada Albers Equal Area Conic, North American Datum 1983

Eastern Ontario Francophone Immigration Network



Produced for: Pathways to Prosperity Canada
 Date: March, 2014
 Map design by: Alexandra Bozheva
 Base layers source: Statistics Canada Census 2011 boundary files, ESRI
 Projection: Canada Albers Equal Area Conic, North American Datum 1983

Appendix B: Census Geographies for the Local Immigration Partnerships and the Réseaux en immigration francophone

Local Immigration Partnerships (LIPs)

LIP	Description / Census GEO
Ontario LIPs	
Chatham-Kent	Census Division of Chatham-Kent - CD 3536
Durham Region	Regional Municipality of Durham - CD 3518
Five Eastern Counties LIP	United Counties of Prescott and Russell - CD 3502, and Stormont, Dundas and Glengarry - 3501
Grand Erie	Census Divisions of Brant - CD 3529 and Haldimand-Norfolk - CD 3528
Greater Sudbury	Census Division of Greater Sudbury - CD 3553
Guelph-Wellington	County of Wellington - CD 3523
Halton	Regional Municipality of Halton - CD 3524
Hamilton	Census Division of Hamilton - CD 3525
Huron County	County of Huron - CD 3540
Kingston	City of Kingston - CSD 3510010
Leeds & Grenville	United Counties of Leeds and Grenville - CD 3507
London & Middlesex	County of Middlesex - CD 3539
Niagara Region	Regional Municipality of Niagara - CD 3526
North Bay	City of North Bay - CSD 3548044+ can expand in the future (see full description for details)
Northwestern Ontario	Districts of Thunder Bay - CD 3528, Rainy River - CD3559, and Kenora - CD3560; And Township of White River -CSD 3557091, Township of Hornepayne -CSD 3557096, Municipality of Wawa -CSD 3557076
Ottawa	Census Division of Ottawa - CD 3506
Oxford County	County of Oxford - CD 3532
Peel Region	Regional Municipality of Peel - CD 3521
Peterborough	County of Peterborough - CD 3515

Quinte (tentative)	County of Hastings - CD 3512, Census Division of Prince Edward - CD 3513, And Municipality of Brighton - CSD 3514004, Township of Cramahe - CD 3514014, Town of Greater Napanee (CSDUID 3511015).
Renfrew and Lanark	County of Renfrew - CD 3547 and Within County of Lanark - CD 3509: Town of Mississippi Mills - CSD 3509030, Township of Lanark Highlands - CSD 3509039, Township of Tay Valley - CSD 3509015, Town of Perth - CSD 3509021, Town of Carleton Place - 3509028, + DAs: within Township of Beckwith (CSD 3509024): 35090135, 35090138, 35090139, 35090140, 35090143, 35090144, 35090145,35090146 and within Township of Drummond/North Elsley (CSD 3509010): 35090147, 35090148,35090207, 3509208, 3509150.
Sarnia-Lambton	County of Lambton - CD 3538
Sault Ste. Marie	City of Sault Ste. Marie - CSD 3557061, Town of Bruce Mines - CSD 3557021, Municipality of Huron Shores - CSD 3557035, Johnson Township - CSD 3557016, Laird Township - CSD 3557011, Macdonald, Meredith and Aberdeen Additional Township - CSD 3557051, Plummer Additional Township - CSD 3557019, Prince Township - CSD 3557066, St. Joseph Township - CSB 3557008, Tarbutt and Tarbutt Additional Township - CSD 3557014, Town of Thessalon - CSD 3557028, Thessalon 12 Indian Reserve - CSD 3557026.
Simcoe County	County of Simcoe - CD 3543
Smiths Falls	Town of Smith Falls - CSD 3509004, + DAs within 18 km radius: 35090142, 35090141, 35090183, 35090174, 35090180, 35090175, 35090182, 35090181, 35070268, 35070274, 35070269, 35070267, 35070278, 35070273, 35070277, 35070276, 35070275, 35090185, 35090184, 35090214, 35090187, 35090186, 35090205, 35070284, 35070283, 35070272, 35070285, 35070270, 35070271, 35070286.
St Thomas – Elgin	County of Elgin - CD 3534
Timmins	City of Timmins- CSD 3556027
Thunder Bay	City of Thunder Bay - CSD 3558004
Waterloo Region	Regional Municipality of Waterloo - CD 3530
Windsor-Essex	County of Essex - CD 3537

York Region	Regional Municipality of York - CD 3519				
Toronto LIPs					
Toronto City Wide	Toronto - CD 3520/ City of Toronto - CSD 3520005				
	Includes the following Census Tracts (CTs):				
	5350330.00	5350349.00	5350362.04	5350375.02	5350378.04
	5350331.01	5350350.00	5350363.02	5350375.03	5350378.05
	5350331.03	5350351.01	5350363.04	5350375.04	5350378.06
	5350331.04	5350351.02	5350363.05	5350375.05	5350378.07
	5350332.00	5350352.00	5350363.06	5350376.01	5350378.08
	5350333.00	5350353.02	5350363.07	5350376.02	5350378.11
	5350334.00	5350353.03	5350364.01	5350376.04	5350378.12
	5350335.00	5350353.04	5350364.02	5350376.05	5350378.14
	5350336.00	5350354.00	5350365.00	5350376.06	5350378.16
	5350337.00	5350355.02	5350366.00	5350376.08	5350378.17
	5350338.00	5350355.03	5350367.01	5350376.09	5350378.18
	5350339.00	5350355.04	5350367.02	5350376.11	5350378.19
	5350340.00	5350356.00	5350368.01	5350376.12	5350378.20
	5350341.02	5350357.01	5350368.02	5350376.13	5350378.21
	5350341.03	5350357.02	5350369.00	5350376.14	5350378.22
	5350341.04	5350358.01	5350370.01	5350376.15	5350378.23
	5350342.00	5350358.02	5350370.02	5350376.16	5350378.24
	5350343.00	5350358.03	5350370.03	5350377.01	5350378.25
	5350344.01	5350359.00	5350371.00	5350377.02	5350378.26
	5350344.02	5350360.00	5350372.00	5350377.03	5350378.27
	5350345.00	5350361.01	5350373.00	5350377.04	5350378.28
	5350346.01	5350361.02	5350374.01	5350377.06	5350802.01
	5350346.02	5350362.01	5350374.02	5350377.07	5350802.02
	5350347.00	5350362.02	5350374.03	5350378.02	
	5350348.00	5350362.03	5350375.01	5350378.03	
	Includes the following Census Tracts (CTs):				
	5350126.00	5350166.00	5350267.00	5350298.00	5350308.01
	5350127.00	5350167.01	5350268.00	5350299.01	5350308.02
	5350128.02	5350167.02	5350269.01	5350299.02	5350309.00
	5350128.03	5350168.00	5350269.02	5350300.00	5350310.01
	5350128.04	5350169.01	5350270.01	5350301.01	5350310.02
	5350129.00	5350169.02	5350270.02	5350301.03	5350317.02
	5350130.00	5350170.00	5350271.01	5350301.04	5350317.03
	5350131.00	5350186.00	5350271.02	5350302.01	5350317.04
	5350132.00	5350194.01	5350272.01	5350302.02	5350317.05
	5350133.00	5350194.02	5350272.02	5350302.03	5350318.00
	5350134.00	5350194.03	5350273.01	5350303.00	5350319.00
	5350135.00	5350194.04	5350273.02	5350304.01	5350320.01
	5350136.01	5350195.00	5350274.01	5350304.02	5350320.02
	5350136.02	5350196.00	5350274.02	5350304.03	5350321.01
	5350137.00	5350260.01	5350275.00	5350304.04	5350321.02
Toronto East Quadrant					
Toronto North Quadrant					

	5350138.00	5350260.03	5350276.01	5350304.05	5350322.01
	5350139.00	5350260.04	5350276.02	5350304.06	5350322.02
	5350140.00	5350260.05	5350277.00	5350305.01	5350323.01
	5350141.01	5350261.00	5350278.00	5350305.03	5350323.02
	5350141.02	5350262.01	5350279.01	5350305.04	5350324.01
	5350142.00	5350262.02	5350279.02	5350306.01	5350324.02
	5350160.00	5350263.02	5350286.00	5350306.02	5350324.03
	5350161.00	5350263.03	5350287.01	5350307.03	5350324.05
	5350162.00	5350263.04	5350287.02	5350307.04	5350324.06
	5350163.00	5350264.00	5350288.00	5350307.05	
	5350164.00	5350265.00	5350297.01	5350307.06	
	5350165.00	5350266.00	5350297.02	5350307.07	
	Includes the following Census Tracts (CTs):				
	5350001.00	5350028.00	5350055.00	5350081.00	5350114.00
	5350002.00	5350029.00	5350056.00	5350082.00	5350115.00
	5350003.00	5350030.00	5350057.00	5350083.00	5350116.00
	5350004.00	5350031.00	5350058.00	5350084.00	5350117.00
	5350005.00	5350032.00	5350059.00	5350085.00	5350118.00
	5350006.00	5350033.00	5350060.00	5350086.00	5350119.00
	5350007.01	5350034.01	5350061.00	5350087.00	5350120.00
	5350007.02	5350034.02	5350062.01	5350088.00	5350121.00
	5350008.00	5350035.00	5350062.02	5350089.00	5350122.00
	5350009.00	5350036.00	5350063.01	5350090.00	5350123.00
	5350010.01	5350037.00	5350063.02	5350091.01	5350124.00
	5350010.02	5350038.00	5350064.00	5350091.02	5350125.00
	5350011.00	5350039.00	5350065.00	5350092.00	5350180.00
	5350012.01	5350040.00	5350066.00	5350093.00	5350181.01
	5350012.02	5350041.00	5350067.00	5350094.00	5350181.02
	5350013.00	5350042.00	5350068.00	5350095.00	5350182.00
	5350014.00	5350043.00	5350069.00	5350096.00	5350183.00
	5350015.00	5350044.00	5350070.00	5350097.01	5350184.01
	5350016.00	5350045.00	5350071.00	5350097.02	5350184.02
	5350017.00	5350046.00	5350072.01	5350098.00	5350185.01
	5350018.00	5350047.01	5350072.02	5350099.00	5350185.02
	5350019.00	5350047.02	5350073.00	5350102.01	5350187.00
	5350020.00	5350048.00	5350074.00	5350102.02	5350188.00
	5350021.00	5350049.00	5350075.00	5350102.03	5350189.00
	5350022.00	5350050.01	5350076.00	5350103.00	5350190.01
	5350023.00	5350050.02	5350077.00	5350109.00	5350190.02
	5350024.00	5350051.00	5350078.00	5350110.00	5350191.00
	5350025.00	5350052.00	5350079.00	5350111.00	5350192.00
	5350026.00	5350053.00	5350080.01	5350112.00	5350193.00
	5350027.00	5350054.00	5350080.02	5350113.00	
Toronto South Quadrant					

	Includes the following Census Tracts (CTs):
	5350100.00 5350204.00 5350230.01 5350248.04 5350311.04 5350101.00 5350205.00 5350230.02 5350248.05 5350311.05 5350104.00 5350206.01 5350231.00 5350249.01 5350311.06 5350105.00 5350206.02 5350232.00 5350249.03 5350312.02 5350106.00 5350207.00 5350233.00 5350249.04 5350312.03 5350107.00 5350208.00 5350234.00 5350249.05 5350312.04 5350108.00 5350209.00 5350235.01 5350250.01 5350312.05 5350150.00 5350210.00 5350235.02 5350250.02 5350312.06 5350151.00 5350211.00 5350236.01 5350250.04 5350312.07 5350152.00 5350212.00 5350236.02 5350250.05 5350313.00 5350153.00 5350213.00 5350237.01 5350280.00 5350314.01 5350154.00 5350214.00 5350237.02 5350281.01 5350314.02 5350155.00 5350215.00 5350237.03 5350281.02 5350315.01 5350156.01 5350216.00 5350238.01 5350282.00 5350315.02 5350156.02 5350217.00 5350238.02 5350283.01 5350315.03 5350157.00 5350218.00 5350239.00 5350283.02 5350316.01 5350158.00 5350219.00 5350240.01 5350284.00 5350316.03 5350159.01 5350220.00 5350240.02 5350285.00 5350316.04 5350159.02 5350221.01 5350241.00 5350289.00 5350316.05 5350171.00 5350221.02 5350242.00 5350290.00 5350316.06 5350172.00 5350222.01 5350243.01 5350291.01 5350173.00 5350222.02 5350243.02 5350291.02 5350174.00 5350223.00 5350244.01 5350292.00 5350175.01 5350224.00 5350244.02 5350293.00 5350175.02 5350225.01 5350245.00 5350294.01 5350176.00 5350225.02 5350246.00 5350294.02 5350200.00 5350226.00 5350247.01 5350295.00 5350201.00 5350227.00 5350247.02 5350296.00 5350202.00 5350228.00 5350248.02 5350311.02 5350203.00 5350229.00 5350248.03 5350311.03
Prairie Region LIPs	
Calgary	City of Calgary - CSD 4806016
Bow Valley (tentative)	Town of Canmore - CSD 4815023, Improvement District of Kananaskis - CSD 4815013 Improvement District of Banff - CSD 4815032, Town of Banff - CSD 4815035, Hamlet of Lake Louise - 2 DAs: 48150089 and 48150090.
Atlantic Region LIPs	
Halifax	City of Halifax - CD 1209
St.John's	City of St.John's - CSD 1001519

Toronto LIP Neighbourhoods

Toronto North Quadrant		Toronto East Quadrant		Toronto South Quadrant		Toronto West Quadrant	
36 Neighbourhoods		25 Neighbourhoods		40 Neighbourhoods		39 Neighbourhoods	
NUM	NEIGHBOURHOOD	NUM	NEIGHBOURHOOD	NUM	NEIGHBOURHOOD	NUM	NEIGHBOURHOOD
107	Oakwood-Vaughan	118	Tam O'Shanter-Sullivan	81	Trinity-Bellwoods	1	West Humber-Clairville
106	Humewood-Cedarvale	122	Birchcliffe-Cliffside	87	High Park-Swansea	2	Mount Olive-Silverstone-Jamestown
101	Forest Hill South	121	Oakridge	88	High Park North	21	Humber Summit
109	Caledonia-Fairbanks	120	Clairlea-Birchmount	86	Roncesvalles	3	Thistletown-Beaumont Heights
108	Briar Hill-Belgravia	119	Wexford/Maryvale	85	South Parkdale	22	Humbermede
31	Yorkdale-Glen Park	126	Dorset Park	83	Dufferin Grove	4	Rexdale-Kipling
102	Forest Hill North	125	Ionview	84	Little Portugal	5	Elms-Old Rexdale
32	Englemount-Lawrence	124	Kennedy Park	93	Dovercourt-Wallace Emerson-Juncti	23	Pelmo Park-Humberlea
39	Bedford Park-Nortown	123	Cliffcrest	82	Niagara	26	Downsview-Roding-CFB
103	Lawrence Park South	138	Eglinton East	80	Palmerston-Little Italy	6	Kingsview Village-The Westway
100	Yonge-Eglinton	127	Bendale	79	University	113	Weston
104	Mount Pleasant West	139	Scarborough Village	78	Kensington-Chinatown	28	Rustic
105	Lawrence Park North	137	Woburn	77	Waterfront Communities-The Island	8	Humber Heights-Westmount
99	Mount Pleasant East	140	Guildwood	95	Annex	30	Brookhaven-Amesbury
34	Bathurst Manor	135	Morningside	94	Wychwood	115	Mount Dennis
35	Westminster-Branson	136	West Hill	92	Corsa Italia-Davenport	7	Willowridge-Martingrove-Richview
33	Clanton Park	131	Rouge	96	Casa Loma	10	Princess-Rosethorn
38	Lansing-Westgate	133	Centennial Scarborough	97	Yonge-St.Clair	11	Eringate-Centennial-West Deane
37	Willowdale West	134	Highland Creek	76	Bay Street Corridor	9	Edenbridge-Humber Valley
36	Newtonbrook West	132	Malvern	98	Rosedale-Moore Park	111	Rockcliffe-Smythe
50	Newtonbrook East	116	Steeles	75	Church-Yonge Corridor	12	Markland Woods
51	Willowdale East	117	L'Amoreaux	74	North St.James Town	13	Etobicoke West Mall
49	Bayview Woods-Steeles	128	Agincourt South-Malvern West	71	Cabbagetown-South St.James Town	14	Islington-City Centre West
52	Bayview Village	130	Milliken	73	Moss Park	20	Alderwood
40	St.Andrew-Windfields	129	Agincourt North	72	Regent Park	19	Long Branch
47	Don Valley Village			67	Playter Estates-Danforth	18	New Toronto
53	Henry Farm			70	South Riverdale	17	Mimico
46	Pleasant View			68	North Riverdale	16	Stonegate-Queensway
45	Parkwoods-Donalda			69	Blake-Jones	15	Kingsway South
41	Bridle Path-Sunnybrook-York Mills			66	Danforth Village - Toronto	114	Lambton Baby Point
56	Leaside-Bennington			57	Broadview North	89	Runnymede-Bloor West Village
42	Banbury-Don Mills			58	Old East York	90	Junction Area
55	Thornccliffe Park			59	Danforth Village - East York	91	Weston-Pellam Park
44	Flemingdon Park			65	Greenwood-Coxwell	29	Maple Leaf
43	Victoria Village			64	Woodbine Corridor	112	Beechborough-Greenbrook
48	Hillcrest Village			54	O'Connor-Parkview	110	Keeleesdale-Eglinton West
				63	The Beaches	24	Black Creek
				62	East End-Danforth	25	Glenfield-Jane Heights
				60	Woodbine-Lumsden	27	York University Heights
				61	Crescent Town		

Réseaux en immigration francophone (RIF)

RIF	Description / Census GEO
Province-Wide and Territory-Wide RIFs	
Réseau en immigration francophone de la Nouvelle-Écosse	Nova Scotia - 12
Réseau en immigration francophone du Nouveau-Brunswick	New Brunswick - 13
Réseau en immigration francophone de l'Île-du-Prince-Édouard	Prince Edward Island - 11
Réseau en immigration francophone de Terre-Neuve-et-Labrador	Newfoundland and Labrador - 10
Réseau en immigration francophone du Manitoba	Manitoba - 46
Réseau en immigration francophone de la Saskatchewan	Saskatchewan - 47
Réseau en immigration francophone en Alberta	Alberta - 48
Réseau en immigration francophone des Territoires du Nord Ouest	Northwest Territories - 61
Réseau en immigration francophone de la Colombie-Britannique	British Columbia - 59
Réseau en immigration francophone du Yukon	Yukon - 60
Ontario RIFs	
<p>Eastern Ontario</p> <p>Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario</p>	<p>Includes the following Census divisions (CDs) :</p> <p>3507 United Counties of Leeds and Grenville 3506 Census Division of Ottawa 3502 United Counties of Prescott and Russell 3509 County of Lanark 3514 County of Northumberland 3510 County of Frontenac 3546 County of Haliburton 3547 County of Renfrew 3501 United Counties of Stormont, Dundas and Glengarry 3513 Census Division of Prince Edward 3511 County of Lennox and Addington 3512 County of Hastings</p>
<p>Northern Ontario</p> <p>Réseau de soutien à l'immigration francophone pour le Nord de l'Ontario</p>	<p>Includes the following Census divisions:</p> <p>3559 District of Rainy River 3554 District of Timiskaming 3548 District of Nipissing 3549 District of Parry Sound 3544 District Municipality of Muskoka 3553 Census Division of Greater Sudbury / Grand Sudbury 3557 District of Algoma 3551 District of Manitoulin 3552 District of Sudbury 3556 District of Cochrane 3560 District of Kenora 3558 District of Thunder Bay</p>

<p>Central Southwestern Ontario</p> <p>Réseau de soutien à l'immigration francophone pour le Centre Sud-Ouest de l'Ontario</p>	<p style="text-align: right;">Split into 3 zones:</p> <p>Toronto zone CDs:</p> <ul style="list-style-type: none"> 3543 County of Simcoe 3519 Regional Municipality of York 3518 Regional Municipality of Durham 3522 County of Dufferin 3516 Census Division of Kawartha Lakes 3520 Census Division of Toronto 3521 Regional Municipality of Peel <p>Hamilton zone CDs:</p> <ul style="list-style-type: none"> 3528 Census division of Haldimand-Norfolk 3529 Census division of Brant 3525 Census division of Hamilton 3530 Regional Municipality of Waterloo 3523 County of Wellington 3526 Regional Municipality of Niagara 3524 Regional Municipality of Halton <p>London zone CDs:</p> <ul style="list-style-type: none"> 3537 County of Essex 3539 County of Middlesex 3541 County of Bruce 3532 County of Oxford 3538 County of Lambton 3540 County of Huron 3542 County of Grey 3536 Census Division of Chatham-Kent 3531 County of Perth 3534 County of Elgin
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**Appendix C: Key Organizational Members Participating in the
Selected Local Immigration Partnerships and the Réseaux en
immigration francophone**

**(These are organizations participating in leadership roles – including
decision-making and/or leading activities – in the LIP or RIF)**

Nova Scotia RIF - LIP Organizational Membership and Organizational Overlap

	Nova Scotia RIF	Halifax LIP (in development stage)
Shared Members	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None
Other Members	<ul style="list-style-type: none"> • Association des juristes d'expression française de la Nouvelle-Écosse (AJEFNE) • Conseil de développement économique de la Nouvelle-Écosse (CDÉNÉ) • Conseil jeunesse provincial de la Nouvelle-Écosse (CJP) • Conseil scolaire acadien provincial (CSAP) • Fédération acadienne de la Nouvelle-Écosse (FANE) • Fédération des femmes acadiennes de la Nouvelle-Écosse (FFANE) • Regroupement des aînées et aînés de la Nouvelle-Écosse (RANE) • Réseau Santé Nouvelle-Écosse (RSNÉ) • Université Sainte-Anne (USA) 	<ul style="list-style-type: none"> • Greater Halifax Partnership • Halifax Regional Municipality • Halifax Regional School Board • Immigrant Settlement and Integration Services • Nova Scotia Department of Health and Wellness • YMCA Greater Halifax/Dartmouth

Newfoundland and Labrador RIF – LIP Organizational Membership and Organizational Overlap

	Newfoundland & Labrador RIF	St. John's LIP (in development stage)
Shared Members	<ul style="list-style-type: none"> • Association for New Canadians (ANC) 	<ul style="list-style-type: none"> • Association for New Canadians (ANC)
Other Members	<ul style="list-style-type: none"> • Association communautaire francophone de Saint-Jean (ACFSJ) • Association francophone du Labrador (AFL) • Association régionale de la côte Ouest (ARCO) • Bureau d'immigration et du multiculturalisme (BIM) • Fédération des francophones de Terre-Neuve et du Labrador • Refugee and Immigrant Advisory Council (RIAC) • Réseau de développement économique et d'employabilité de Terre-Neuve et Labrador (RDÉETNL) 	<ul style="list-style-type: none"> • City of St. John's

Northern Ontario RIF - LIP Organizational Membership and Organizational Overlap

	Northern Ontario RIF	North Bay LIP	Thunder Bay LIP	Greater Sudbury LIP
Shared Members	<ul style="list-style-type: none"> • Association des francophones du Nord-Ouest de l'Ontario (AFNOO) • Collège Boréal • Conseil scolaire catholique Franco-Nord • FedNor – Gouvernement du Canada • Greater Sudbury Local Immigration Partnership • Ministère des affaires civiques et de l'immigration – Ontario • Université Laurentienne • YMCA –Sudbury 	<ul style="list-style-type: none"> • Collège Boréal • Conseil scolaire catholique Franco-Nord • Royal Bank of Canada 	<ul style="list-style-type: none"> • Association des francophones du Nord-Ouest de l'Ontario (AFNOO) • FedNor – Government of Canada • Ministry of Citizenship and Immigration – Ontario • Royal Bank of Canada 	<ul style="list-style-type: none"> • Laurentian University • Réseau de soutien à l'immigration francophone pour le Nord de l'Ontario (RIF) • YMCA – Sudbury
Other Members	<ul style="list-style-type: none"> • Accueil francophone de Thunder Bay • Algoma University • Alpha Thunder Bay • Assemblée de la Francophonie de l'Ontario (AFO) • Association canadienne française de l'Ontario du Grand Sudbury (ACFO) 	<ul style="list-style-type: none"> • Amelia Rising Sexual Assault Centre of Nipissing & Area • Best Western – North Bay Hotel and Conference Centre • Canadore College • Children's Aid Society of Nipissing and Parry Sound • City of North Bay Economic Development 	<ul style="list-style-type: none"> • City of Thunder Bay • Confederation College • Diversity Thunder Bay • Lakehead District School Board • Lakehead University • Northern Ontario Municipal Association • Northern Policy Institute – Ontario 	<ul style="list-style-type: none"> • Cambrian College • City of Greater Sudbury (Library, Police Services, Leisure Services) • Contact interculturel francophone de Sudbury (CIFS) • Diversity Advisory Panel to the City of Greater Sudbury • Greater Sudbury

	<ul style="list-style-type: none"> • Association française des municipalités de l'Ontario (AFMO) • Carrefour francophone de Sudbury • Centre des femmes francophones du Nord-Ouest de l'Ontario (CFFNOO) • Centre de santé communautaire de Sudbury • Centre Victoria pour femmes • Chambre de commerce d'Iroquois Falls • Chambre de commerce de Hearst • Chambre de Commerce de Kapuskasing • Chambre de commerce de Nipissing-Ouest • Chambre de commerce de Sudbury • Chevaliers de Colomb (Sudbury, Timmins) • Club canadien-français de Geraldton • Club canadien-français de Thunder Bay • Commissariat aux services en 	<p>Office</p> <ul style="list-style-type: none"> • Conseil scolaire public du Nord-Est de l'Ontario • Coordinating Body of Arts Culture Heritage (CBACH) • District of Nipissing Social Services Administration Board (DNSSAB) • Fabrene Inc. • HR North • J.S. Redpath, Ltd. • The Labour Market Group of Nipissing & Parry Sound (LMG) • Markey Consulting • Ministry of Transportation – Ontario • Near North District School Board • Nipissing-Parry Sound Catholic District School Board • Nipissing Transition House • Nipissing University • North Bay and District Chamber of Commerce • North Bay and District Multicultural Centre 	<ul style="list-style-type: none"> • North Superior Workforce Planning Board • Professions North/Nord • Service Canada – Government of Canada • Thunder Bay Catholic District School Board • Thunder Bay Chamber of Commerce • Thunder Bay Community Economic Development Commission • Thunder Bay Public Library • Thunder Bay Regional Research Institute 	<p>Chamber of Commerce</p> <ul style="list-style-type: none"> • Greater Sudbury Development Corporation • Huntington University • LINC Sudbury-Church of the Epiphany • Professions North/Nord • Social Planning Council of Sudbury • Sudbury District Health Unit (SDHU) • Sudbury - Manitoulin Workforce Planning Board • Sudbury Multicultural Folk Arts Association (SMFAA)
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	<p>français de l'Ontario</p> <ul style="list-style-type: none"> • Conseil de la coopération de l'Ontario • Conseil économique et social d'Ottawa-Carleton (CESOC) • Conseil scolaire catholique du Nouvel-Ontario • Conseil scolaire public du Grand Nord de l'Ontario • Contact Nord • Fédération des communautés francophones et acadienne du Canada • Corporation de développement économique de Hearst • Corporation de développement économique de Kapuskasing • Corporation de développement économique de Timmins • Human League Association of Sudbury • Institut Franco-Ontarien • Le Centre culturel La Ronde • Le Centre culturel Les Compagnons des francs-loisirs 	<ul style="list-style-type: none"> • North Bay Parry Sound District Health Unit • North Bay Police Service • North Bay Regional Health Centre • Ontario Provincial Police, North East Region • The Business Centre, Nipissing Parry Sound • YMCA – North Bay • Yes Employment Services • Zedd Customer Solutions 		
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	<ul style="list-style-type: none"> • Le Centre francophone de Sault-Ste-Marie • Les Compagnons de Terrace Bay • Mining Innovation Rehabilitation and Applied Research Corporation • Ministère de la santé et des soins de longue durée – Ontario • Partenaires de l'économie de Nipissing Ouest-Sudbury Est • Réseau de développement économique et d'employabilité – Ontario (RDÉE) • Réseau de soutien à l'immigration du Centre Sud-Ouest de l'Ontario • Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario • Trillium Foundation • Union provinciale des minorités raciales et ethnoculturelles francophones de l'Ontario • Université de Hearst 			
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Eastern Ontario RIF - LIP Organizational Membership and Organizational Overlap

	Eastern Ontario RIF	Ottawa LIP	Peterborough Partnership Council on Immigrant Integration	Smiths Falls LIP
Shared Members	<ul style="list-style-type: none"> • Assemblée de la francophonie de l'Ontario (AFO) • La Cité collégiale • Conseil des écoles catholiques du Centre-Est (CECCE) • YMCA-YWCA National Capital 	<ul style="list-style-type: none"> • Assemblée de la francophonie de l'Ontario • La Cité collégiale • Conseil des écoles catholiques du Centre-Est (CECCE) • Réseau de soutien à l'immigration francophone de l'Est de l'Ontario (R(IF)) • YMCA-YWCA National Capital 	<ul style="list-style-type: none"> • Réseau de soutien à l'immigration francophone de l'Est de l'Ontario (RIF) 	<ul style="list-style-type: none"> • None
Other Members	<ul style="list-style-type: none"> • Association canadienne-française de l'Ontario (ACFOMI) – Mille-Îles • Association canadienne française de l'Ontario (ACFO)- Ottawa • Association canadienne-française de l'Ontario (ACFO) – Prescott et Russell • Association canadienne française de 	<ul style="list-style-type: none"> • Catholic Centre for Immigrants • Champlain Local Health Integration Network • City of Ottawa • Jewish Family Services • LASI World Skills • Odawa Group inc. • Ottawa-Carleton District School Board (OCDSB) • Ottawa Catholic School Board (OCSB) • Ottawa 	<ul style="list-style-type: none"> • Carmela Valles Immigration Consulting • Charterfield Consulting • Citizenship and Immigration Canada • City of Peterborough • Community and Race Relations Committee of Peterborough (CRRC) • County of Peterborough • Employment Planning and Counselling – 	<ul style="list-style-type: none"> • Canadian Imperial Bank of Commerce (CIBC) • Chinese and Canadian Heritage Cultural Association • Dominion Lending Centres • Drummond North Elmsley Township • Guildline Instruments Ltd. • Lanark County Social Services Department • Ontrac: Employment

	<p>l'Ontario (ACFO) – Stormont, Dundas et Glengarry</p> <ul style="list-style-type: none"> • Association Diaspora africaine • Association française des municipalités de l'Ontario (AFMO) • Centre canadien de leadership en évaluation (CLE) • Centre Charles-Émile-Claude • Centre culturel de Cornwall (CCC) • Centre culturel Frontenac • Centre d'éducation et de formation de l'Est ontarien (CÉFEO) • Centre de services communautaires Vanier (CSCV) • Centre des ressources pour familles militaires de Kingston • Commissariat aux services en français de l'Ontario • Conseil de la coopération de l'Ontario (CCO) • Conseil des 	<p>Children's Aid Society</p> <ul style="list-style-type: none"> • Ottawa Community Housing Corporation • Ottawa Public Library • Pinecrest-Queensway Community Health Centre • Rideau Rockcliffe Community Resource Center • Somerset West Community Health Centre • University of Ottawa • Youth Services Bureau of Ottawa 	<p>Peterborough</p> <ul style="list-style-type: none"> • Fleming College • Greater Peterborough Area Economic Development Corporation • Greater Peterborough Chamber of Commerce • Ministry of Citizenship and Immigration – Ontario • New Canadians Centre Peterborough (NCC) • Newcomer Bulletin • Northern Lights Canada • One World ESL School • Peterborough Community Futures Development Corporation • Peterborough Public Library • Peterborough Social Planning Council • Peterborough, Victoria, Northumberland and Clarington Catholic District School Board • Trent Centre for Community Based Education • Trent University 	<p>Resource Services</p> <ul style="list-style-type: none"> • Smiths Falls Free Methodist Church • Smiths Falls Police Service • Smiths Falls Public Library • Town of Smiths Falls • Township of Rideau Lakes • TR Leger Immigrant Services • United Way Lanark County • Welcome Wagon • Willis College
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	<p>écoles publiques de l'Est de l'Ontario (CEPEO)</p> <ul style="list-style-type: none"> • Conseil Economique et social d'Ottawa-Carleton (CESOC) • Conseil scolaire de district catholique de l'Est ontarien (CSDCEO) • Consortium National de Formation en santé (CNFS) • Élargir l'espace Francophone • Enseignants et enseignantes retraités francophone de l'Ontario (ERFO) • Five Eastern Counties Local Immigration Partnership • Gouvernement de l'Ontario: ministères des Affaires civiques et de l'immigration; du tourisme et de la culture; de la promotion de la santé et du sport (MACI) • Gouvernement de l'Ontario: services en français pour les ministères des services sociaux 		<ul style="list-style-type: none"> • Trent Valley International Coffee House • United Way of Peterborough and District • Workforce Development Board (WDB) • Workplace Integration Program 	
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	<p>et communautaires, à l'enfance et à la jeunesse</p> <ul style="list-style-type: none"> • Immigrant Services Kingston and Area (ISKA) • Job Zone d'emploi • Keys Job Centre • Kingston Interval House • La route du savoir : Centre de formation pour adultes • Le centre moi j'apprends emploi Ontario • Quinte Local Immigration Partnership • Quinte United Immigrant Services (QUIS) • Regroupement ethnoculturel des parents francophones de l'Ontario (REPFO) • Réseau de développement économique et d'employabilité – Ontario (RDÉE) • Réseau de services en santé en français de l'Est de l'Ontario (RSSFEO) • Réseau local d'intégration des services de santé de l'est de 			
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	<p>l'Ontario (RLISS)</p> <ul style="list-style-type: none">• Santé publique d'Ottawa• Social Planning Council of Kingston• TR Leger, services aux immigrants• Université de Guelph – campus d'Alfred			
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Central South-Western Ontario RIF - LIP Organizational Membership and Organizational Overlap

	Central South-Western Ontario RIF	Toronto East LIP	Chatham-Kent LIP	London and Middlesex LIP
Shared Members	<ul style="list-style-type: none"> • Centre communautaire francophone de Windsor-Essex-Kent • Centre francophone de Toronto • Collège Boréal • Conseil scolaire de district catholique Centre-Sud (CSDCCS) • Conseil scolaire de district des écoles catholiques du Sud-Ouest (CSDÉCSO) • La Passerelle 	<ul style="list-style-type: none"> • Centre francophone de Toronto • Conseil scolaire de district catholique Centre-Sud (CSDCCS) • La Passerelle 	<ul style="list-style-type: none"> • Access Centre for Regulated Employment • Centre communautaire francophone de Windsor-Essex-Kent • Collège Boréal • Conseil scolaire de district des écoles catholiques du Sud-Ouest (CSDÉCSO) 	<ul style="list-style-type: none"> • Access Centre for Regulated Employment • Collège Boréal
Other Members	<ul style="list-style-type: none"> • Alpha Toronto • Association canadienne française de l'Ontario (ACFO) – Hamilton • Association canadienne française de l'Ontario (ACFO) – Kent • Association canadienne française de l'Ontario (ACFO) – Niagara • Association canadienne 	<ul style="list-style-type: none"> • ACCES Employment • Afghan Women's Organization • Agincourt Community Services Association • Aisling Discoveries Child and Family Centre • Birchmount Bluffs Neighbourhood Centre • Catholic Crosscultural Services • Centennial 	<ul style="list-style-type: none"> • Adult Language and Learning • Chatham-Kent Community Health Centre • Diocese of London • Employment Assessment Centre – Windsor • Erie St. Clair Local Health Integration Network • Goodwill Employment Centre • Lambton Kent District School Board 	<ul style="list-style-type: none"> • Association canadienne-française de l'Ontario (ACFO) – London-Sarnia • Corporation of the City of London • Elgin, Middlesex Oxford Workforce Planning and Development Board • Ethno-cultural Council of London • Fanshawe College

	<p>française de l'Ontario (ACFO) – Windsor-Essex-Chatham-Kent</p> <ul style="list-style-type: none"> • Centre alpha mot de passe • Centre culturel de ressources francophone pour les communautés ethniques (CEREFRAAC) • Centre d'emploi et de ressources francophones (CERF) – Niagara • Centre des jeunes Barack • Centre de santé communautaire Hamilton-Niagara • Centre d'établissement des nouveaux arrivants de Peel (CENIP) • Centre français Hamilton • Centre francophone pour immigrants de Windsor-Essex • Cercle de l'amitié • Clinique juridique bilingue • Clinique juridique de Hamilton • Colibri : centre des femmes francophones du comté de Simcoe 	<p>College</p> <ul style="list-style-type: none"> • Centre for Information and Community Services (CICS) • Chinese Family Services of Ontario • City of Toronto Social Development, Finance and Administration • East Metro Youth Services • Polycultural Immigrant and Community Services • Progress Career Planning Institute • Scarborough Housing Help Centre • Settlement Assistance and Family Support Services (SAFSS) • The Career Foundation • Toronto District School Board (TDSB) • Toronto Catholic District School Board (TCDSB) • Toronto Employment and Social Services (TESS) • Toronto Public Health • Toronto Public Library 	<ul style="list-style-type: none"> • Mennonite Central Committee – Chatham-Kent • Municipality of Chatham-Kent • Ontario Works • South Essex Community Council – Leamington • United Way of Chatham-Kent 	<ul style="list-style-type: none"> • Islamic Centre of South Western Ontario • John Howard Society • Kala Manjari • London Cross Cultural Learner Centre • London Employment Help Centre • London Health Sciences Centre • London-Middlesex Immigrant Employment Council • London Police Services • London Public Library • LUSO Community Services • Middlesex London Health Unit • Platinum Leadership Inc. • Somali Community of London Ontario • South London Settlement Services • Thames Valley District School Board • United Way – London & Middlesex • University of Western Ontario
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	<ul style="list-style-type: none"> • Conseil des organismes francophones de la région de Durham • Conseil scolaire Viamonde • Corporation néo canadienne de développement et de leadership communautaire • Groupe artisanal féminin francophone de l'Ontario (GAFFO) • L'ABC communautaire • La Clé de la Baie • OASIS Centre des femmes • Performance immigration Canada • Place du partage • Reflets Salveo et Élargir l'espace francophone • Réseau de développement économique et d'employabilité (RDÉE) – Ontario • Solidarité des femmes immigrantes francophones du Niagara (SOFIFRAN) • Vision Africana 2000 	<ul style="list-style-type: none"> • TransCare Community Support Services • Warden Woods Community Centre • YMCA – Scarborough • YWCA – Scarborough 		<ul style="list-style-type: none"> • WIL Employment Connections
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Alberta RIF - LIP Organizational Membership and Organizational Overlap

	Alberta RIF	Calgary LIP
Shared Members	<ul style="list-style-type: none"> • Association canadienne française de l'Alberta (ACFA) – Calgary 	<ul style="list-style-type: none"> • Association canadienne française de l'Alberta (ACFA) – Calgary
Other Members	<ul style="list-style-type: none"> • Accès emploi • African School Parents Association of Alberta (ASPAA) • Association canadienne- française de l'Alberta (ACFA)-Secrétariat provincial • Alberta West African Society (ABWAS) • Alliance jeunesse famille de l'Alberta Society (AJFAS) • Association canadienne française de l'Alberta –Grande Prairie • Association canadienne française de l'Alberta – Wood Buffalo • Association des juristes d'expression française de l'Alberta (AJEFA) • Association francophone de Brooks • Association multiculturelle francophone de l'Alberta (AMFA) • Canadian Volunteer United in Action (CANAVUA) • Centre d'accueil et d'établissement du Nord de l'Alberta • Centre d'accueil pour nouveaux arrivants de Calgary (CANAF) • Centre de santé Saint Thomas • Coalition des femmes de l'Alberta • Connexion carrière • Conseil de développement économique de l'Alberta (CDÉA) • Fédération des conseils scolaires francophones de l'Alberta • Fédération du sport francophone de l'Alberta (FSFA) • Fédération des parents francophones de l'Alberta (FPFA) • Francophonie jeunesse de l'Alberta (FJA) • Institut Guy Lacombe pour la famille (IGLF) • Portail de l'immigrant en Alberta • Regroupement artistique francophone de 	<ul style="list-style-type: none"> • Alberta Health Services • Blackfoot Community • Bow Valley College • Calgary Board of Education • Calgary Catholic Immigration Society • Calgary Catholic School District • Calgary Police Service • Calgary Public Library • Calgary Stampede • Canadian Broadcasting Corporation (CBC) – Calgary • Citizenship and Immigration Canada • City of Calgary • Deloitte – Calgary • Government of Alberta • Immigrant Sector Council of Calgary (ISCC) • Mayor's Office, Calgary • Mount Royal University • Petroleum Human Resources Council • United Way of Calgary and Area

	<p>l'Alberta (RAFA)</p> <ul style="list-style-type: none">• Réseau santé albertain• Société de la petite enfance et de la famille du Sud de l'Alberta (SPEFSA)• Université d'Alberta – campus Saint-Jean	
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British Columbia RIF - LIP Organizational Membership and Organizational Overlap

	B.C. RIF	Proposed Surrey LIP
Shared Members	<ul style="list-style-type: none"> • DiverseCity Community Resources Society • Immigrant Service Society of British Columbia • Simon Fraser University: Bureau des affaires francophones et francophiles • S.U.C.C.E.S.S. 	<ul style="list-style-type: none"> • DiverseCity Community Resources Society • Immigrant Service Society of British Columbia • Simon Fraser University • S.U.C.C.E.S.S.
Other Members	<ul style="list-style-type: none"> • Agence francophone pour l'accueil des immigrants • Association francophone de Surrey • Centre culturel francophone de l'Okanagan • Centre culturel francophone de Vancouver • Centre d'intégration des immigrants africains • Cercle des canadiens français de Prince George • Citoyenneté et Immigration Canada (CIC) • Collège Éducentre • Conseil culturel et artistique francophone de la C.-B. • Conseil jeunesse francophone de la Colombie-Britannique • Conseil scolaire francophone • Fédération des francophones de la C.-B. • La Boussole • La Société de développement économique de la C.-B. • La Société francophone de Maillardville • La Société francophone de Victoria • Ministry of Jobs, Tourism and Skills Training and Responsible for Labour – British Columbia • MOSAIC • The Provincial Language Services, Francophone Services – British Columbia • Repère francophone • Réseau-Femmes – Colombie-Britannique • Résosanté Colombie-Britannique • Richmond Multicultural Community Services 	<ul style="list-style-type: none"> • Alexandra Neighborhood House • City of Surrey • City of Surrey Community Recreation Services • City of Surrey Museum • Douglas College • Fraser Health Authority • Fraser Region Aboriginal Friendship Center • Kwantlen Polytechnic University • Oak Avenue Neighborhood Hub • Options Community Services • Pacific Community Resources Society • Progressive Intercultural Community Services • Royal Canadian Mounted Police • Semiahmoo House Society • Sources Community Resource Centres • Surrey Cares • Surrey Libraries • Surrey School District • The Surrey Board of Trade • Umoja Operation Compassion Society • YMCA of Greater Vancouver

**Appendix D: Templates Used for
Document Analysis and Interviews**

Document Analysis Template

Local Immigration Partnerships and Réseaux en immigration francophone

Name of LIP/RIF:

For each piece of information recorded, please indicate the source(s) of the information, and provide details of the information.

Information about LIP/RIF Operations

1. Origins

- Year the LIP/RIF started
- Initial steps toward establishment
- Was organization based on previous partnership

2. Governance and management structure

- Description of governance structures (councils, sub-councils, committees, working groups, and so forth)
- Description of central organization (staff and numbers)
- Lead organization, if one exists ... any changes in lead since start
- List of organizations involved in the governance and/or major activities of the LIP/RIF, and their roles or activities
- Changes and growth in membership
- Changes in role of member organizations ... how has structure changed and why

3. Scope and mandate

- What are the geographic boundaries of the LIP/RIF?
- What are the major features of immigrants/francophone immigrants within these geographic boundaries (e.g., , primary immigration categories, primary source countries, primary religion(s), size of immigration population and shifts in numbers)?
- Reasons for establishment (what challenge it was/is addressing)
- Information about changes in the conditions that led to the formation of LIP/RIF
- Description of its guiding principles
- Descriptions of the mandate and major goals – both short term objectives and longer term strategic plans - of the LIP/RIF
- Changes over time in the goals, mandates, or scope of LIP/RIF
- How goals, mandates, and scope are determined

4. Major activities

- Activity level of LIP/RIF ... frequency of meetings and whether members generally participate in meetings
- Main focus of meetings of various governance and management bodies
- Activity planning that takes place and how activities are prioritized

- Major activities undertaken by the LIP/RIF in respect of:
 - Employment
 - Settlement/retention
 - Education
 - Health
 - Justice and protection services
 - Cultural activities
 - Attitudes of host community
 - Other?
- Significant shifts in activities
- Role played by the following institutions:
 - municipalities
 - provincial agencies
 - federal agencies
 - employers
 - health organizations
 - educational institutions
 - mainstream not-for profit agencies
 - settlement organizations

5. Successes

- Description of documented successes
- Reasons provided for successes
- Main contributors responsible for successes
- When did successes take place

6. Challenges

- Major challenges to achieving the goals of the LIP/RIF
- How challenges are being addressed and which members are involved (e.g. activities, projects, partnerships, etc.)

Interactions Between the LIP and the RIF Within the Same Region

7. Documented relationships between the LIP and RIF

- Evidence of contact between the LIP and RIF
 - Why initiated
 - What type of contact
 - Who initiated contact
 - When did the contact begin
 - Is it ongoing or a one-off occurrence
 - How frequently does it occur
- On what basis is there contact – is it for exchanging information or for joint activities, events, planning, or something else

8. Documented collaboration between the LIP and RIF

- Evidence of collaboration between the LIP and RIF
 - Has collaboration been considered
 - Has collaboration occurred
 - How frequently does collaboration occur
 - Who initiated the collaboration
 - In what domain(s) does collaboration occur – e.g., strategic planning, seeking funding, commissioning research or conducting environmental scans, working toward common goals of LIP and RIF, measuring outcomes, dissemination activities - provide details
 - Has collaboration changed over time – describe
 - Is collaboration considered successful and a benefit to the LIP/RIF – why or why not
 - Is there anything that might be considered a promising practice in collaboration between the LIP and RIF

9. Overlap between the LIP and RIF

- Evidence of overlap in structure, membership, and/or activities of the LIP and RIF
 - Are they represented on each others' boards, subcouncils, working groups
 - Do they share common members
 - Do they work with the same institutions (e.g., federal agencies, provincial agencies, municipalities, employers and employer associations, health providers, educational institutions, mainstream organizations, immigrant serving agencies)
 - Do they overlap in terms of the types of activities they have conducted
 - Do they overlap in funders (other than CIC)

Performance Measurement and Monitoring Tools

10. Self assessment of performance

- Does the LIP/RIF conduct regular assessments of its own performance
 - What aspects of performance are measured – details of specific indicators
 - Is sustainability of the community or region (e.g., economic viability, retention of population, cultural retention) included in the indicators - describe
 - What specific measurement tools or techniques are utilized
 - How are assessments conducted (e.g., surveys, focus groups, interviews, etc)
 - How often are assessments conducted
 - Who conducts the assessments
 - Is a rationale provided for particular performance aspects selected for assessment - explain
 - Do the performance measures relate directly to the LIP/RIF strategic plans and goals – explain
 - Do the performance measures relate directly to the LIP/RIF's major activities - explain

- Do the performance measures relate directly to CIC's strategic objectives and reporting requirements - explain
- With whom are results shared

11. Performance measurement and monitoring tools used by Citizenship and Immigration Canada – APRCP

- How do the results reported in the APRCP relate to the goals and activities of the LIP/RIF
 - Is there good correspondence between what the LIP/RIF lists as its strategic priorities and goals, and the indicators included in the APRCP – explain
 - Is there good correspondence between the LIP/RIF activities and the indicators included in the APRCP - explain
 - Is there good correspondence between the indicators used for self-assessment of progress and those contained in the APRCP - explain
 - Does the LIP/RIF seem to understand and be responding appropriately to the questions of the APRCP – provide details

Local Immigration Partnerships and the Réseaux en immigration francophone: Strategies for Increasing Harmonization and Developing Performance Measurement Tools

For Each Interview, Record Names of Organization and Position of Individual(s) Participating

Interview Script		
General Research Questions	Interview Questions	Probes
① Background and General Information On The LIP Or RIF		
Origin and structure	<p>Can you please tell us about how your LIP/RIF got started?</p> <p>What is the structure of your LIP/RIF?</p>	<ul style="list-style-type: none"> • How long has it been in operation (year it was initiated)? • How did it get started? • Why was it established? • Have the conditions that led to the creation of your organization changed over time? • Did it build on a previous partnership or network, or was it a brand new partnership? • How is your LIP/RIF organized? • Is there a central council and subcouncils or working groups? • What is the lead organization and has that always been the case? • How many partners were there when it began? • How many partners are there now and what are their roles? • How are the partners involved? • Has the structure and role of partners changed

	<p>Can you please tell us how many people are employed by your LIP/RIF – that is, how many people work for your LIP/RIF?</p>	<p>over time and if so, how?</p> <ul style="list-style-type: none"> • What organizations participate actively in planning and in implementing the activities of your LIP/RIF? • Are they full time or part time employees? (for those who are part time – how many hours per week do they work?)
<p>Scope and mandate</p>	<p>Can you please tell us about the scope and mandate of your LIP/RIF?</p>	<ul style="list-style-type: none"> • What are the geographic boundaries of your LIP/RIF? • How would you describe the major features of the newcomer flow into your region that are shaping your strategic plans - e.g., number of immigrants per year, increases or decreases in numbers, primary immigration categories, primary source countries, religion • What are your LIP's/RIF's guiding principles? • How would you describe the mandate and the major goals of the LIP/RIF – including short term objectives and longer term strategic plans? • How are these goals and objectives decided? • How would you describe your LIP's/RIF's scope – the span of areas of interest to the LIP/RIF?

		<ul style="list-style-type: none"> • Have the goals, mandate, or scope changed over time? In what way have they changed and why? • To what extent do you consider your LIP/RIF to provide significant 'value-added' to the areas in which it operates?
Major activities	What are the major activities of your LIP/RIF and how are these decided?	<ul style="list-style-type: none"> • How often does it meet? • What type of activity planning takes place and how are activities prioritized? • How would you describe its main activities? • Are these activities ongoing or have they changed over time? If changed, how? Why? • Which activities do you consider most important? • Which activities are least important? • Can you tell us about your interactions with: <ul style="list-style-type: none"> - municipalities - provincial agencies - federal agencies - employers - health organizations - educational institutions - justice and protective services - universal service providers - immigrant service providers

<p>Successes</p>	<p>What are some of the major successes of your LIP/RIF to date?</p>	<ul style="list-style-type: none"> • Please describe these successes. • When did these successes take place? • To what do you attribute each of these successes? Which organizations contributed to the successes? How?
<p>Challenges</p>	<p>What have been some of the biggest challenges of your LIP/RIF to date in terms of achieving its goals?</p>	<ul style="list-style-type: none"> • Please describe these challenges. • Were these challenges expected or unexpected? • Were you able to address them? • If so, how and who was involved? • If not, how do you plan to address them and who will be involved? • Would working together with other LIPs/RIFs (inside or outside of your region) help your organization to address the challenges you face or anticipate?
<p>② Current Interactions and Overlap Between The LIP And The RIF Within the Same Region</p>		
<p>Nature of relationship between LIP and RIF</p>	<p>Can you please tell us about the relationship you have, if any, with the LIP/RIF in your region?</p>	<ul style="list-style-type: none"> • How and when did contact between the two organizations originate? • Who initiated this contact? • How frequently are you in contact with each other? • On what basis do you have contact – is it for joint activities, events, planning, or something

		<p>else?</p> <ul style="list-style-type: none"> • Please specify in some detail.
Cooperation between the LIP and RIF	Would you say that the LIP and RIF work cooperatively?	<ul style="list-style-type: none"> • Do you collaborate in strategic planning? Explain • Do you collaborate in seeking funding? Explain • Do you collaborate in commissioning research, or in conducting environmental scans? Explain • Do you collaborate in working toward common goals (e.g., engaging employers, improving the integration of services, addressing challenges, changing public attitudes toward immigrants, etc)? Explain • Do you collaborate in measuring outcomes? Explain • Do you collaborate in disseminating information (e.g., joint workshops, community events, links between websites, etc)? Explain • Has your collaboration changed over time? Describe • Would you describe the collaboration(s) between the LIP and RIF as successful? Were some more successful than others? Why or why not?

		<ul style="list-style-type: none"> • Is there anything that you would identify as a promising practice with respect to interrelations and collaboration between the LIP and RIF, either involving your organization or others you have heard about? – Describe in detail
Overlap between the LIP and RIF	Would you say there is some overlap in the structure, membership, and/or activities of the LIP and RIF?	<ul style="list-style-type: none"> • Are the two organizations represented on each others' boards? • Do the two share common members / member organizations? • Do you overlap in engaging and working with various institutions, such as federal agencies, provincial agencies, municipalities, employers and employer associations, health providers, educational institutions, mainstream organizations, immigrant service providers? – provide details • Do you overlap in terms of activities, such as research, mounting conferences, new initiatives? • Do you overlap when you are trying to recruit new members to serve on your boards or committees? • Do you overlap in terms

		<p>of the partnerships you seek to create in the local community/region?</p> <ul style="list-style-type: none"> • Do you overlap in terms of the funders you approach?
Potential competition between the LIP and RIF	Do you see the LIP and RIF as competing at times?	<ul style="list-style-type: none"> • In what areas do they compete? • Over what types of issues? • Why do you think this is the case? • How does this competition get displayed? • How might it be effectively reduced? • Has the competition increased or decreased over time? Why? How?
③ Potential Areas In Which Additional Synergies Between The LIP And RIF Would Be Useful		
Increased interface between the LIP and the RIF	Would your organization benefit from increased interaction with the LIP/RIF?	<ul style="list-style-type: none"> • How would it benefit (or not benefit)? • What is the best way to promote this interface? • Who should be responsible for promoting it?
Mutual interests and increased cooperation and collaboration	Do you think there are mutual strategic interests between the LIP and the RIF that have not benefited from collaboration between the two organizations?	<ul style="list-style-type: none"> • What specific interests do you see as mutually important that have not been the basis of collaboration to date? • Why do you think this is the case? • Would it be useful to collaborate on: <ul style="list-style-type: none"> - Strategic planning - Seeking funding

		<ul style="list-style-type: none"> - Commissioning research or conducting environmental scans - Activities that work toward common goals (e.g., engaging employers, improving the integration of services, addressing challenges, changing public attitudes toward immigrants, etc) – please specify - Dissemination (e.g., workshops, community events, etc) – please specify - Measuring outcomes – please specify • How might you advance these areas of potential collaboration?
④ Performance Measurement and Monitoring Tools Used by the LIP/RIF For Its Own Purposes		
Self assessment of performance	Does the LIP/RIF conduct regular assessments of its own performance?	<ul style="list-style-type: none"> • What aspects of performance are measured? – provide details of specific indicators (e.g., related to outputs, outcomes, processes) • Is sustainability of the community or region (i.e. economic viability, retention of population, cultural retention) included in your indicators? • Are there specific measurement tools or

		<p>techniques that you utilize?</p> <ul style="list-style-type: none"> • How are these assessments conducted (e.g., surveys, focus groups, interviews, etc)? • How often are these assessments conducted? • Who conducts these assessments? • How and why were the particular performance aspects selected for assessment? • How do these performance measures relate to the LIP/RIF's specific strategic plans and goals? • How do these performance measures relate to CIC's strategic objectives and reporting requirements? • With whom are the results shared (e.g., LIP members, stakeholders, community at large, CIC, etc)? • What influence have these results had in terms of your LIP/RIF?
<p>⑤ Performance Measurement and Monitoring Tools Used by Citizenship and Immigration Canada</p>		
<p>CIC's current Annual Performance Report for Community Partnerships (APRCP)</p>	<p>What is your perception of CIC's Annual Performance Report for Community Partnerships that you completed last year?</p>	<ul style="list-style-type: none"> • What aspects of the report did you find easy to complete? • What aspects of the report did you find challenging to complete? • How did you overcome

		<p>this challenge, if any?</p> <ul style="list-style-type: none"> • What aspects of the reporting did you find particularly useful for assessing your own progress toward your LIP/RIF goals? • To what extent would you say that the APRCP captures all the essential activities of your LIP/RIF? • To what extent would you say that the APRCP aligns with the goals and important outcomes of your LIP/RIF? • What sections of the reporting and indicators align best (i.e., fit best) with the goals of your LIP/RIF? • How is the information that you gather and provide to CIC in the APRCP used by your LIP/RIF?
<p>Suggestions for additions or changes to the APRCP</p>	<p>What changes to the APRCP would you recommend?</p>	<ul style="list-style-type: none"> • Do you require more guidance in terms of the information that is being requested? If so, for which questions? • Are there specific outcomes or goals that you think are missing from the APRCP? • Are there additional or alternative indicators that you think would be useful to include in the APRCP?

Evaluation of the LIPs/RIFs	In a few years the Settlement Program will be undergoing an evaluation (2016-2017). How do you think the LIPs/RIFs could contribute to this evaluation and benefit from it?	<ul style="list-style-type: none">• What specific settlement outcomes do you see as most clearly attributable to the LIPs/RIFs?• What would be needed for your LIP/RIF to benefit from the evaluation?• What type of information that could potentially be collected would you find most useful?
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Appendix E: List of Individuals Interviewed

Individuals Interviewed (by phone or in person)Local Immigration Partnerships: Staff and Members

- Muriel Abbott, London and Middlesex Local Immigration Partnership
- Mohamed Al-Adeimi, London and Middlesex Local Immigration Partnership
- Maha Amin, Halifax Local Immigration Partnership
- Peter Au, Smiths Falls Local Immigration Partnership
- James Baker, St. John's Local Immigration Partnership
- Fariborz Birjandian, Calgary Local Immigration Partnership
- Tracy Callaghan, Chatham-Kent Local Immigration Partnership
- Marie Carter, Chatham-Kent Local Immigration Partnership
- Julie Case, Smiths Falls Local Immigration Partnership
- Michael Clair, St. John's Local Immigration Partnership
- Xiaoxiang Chen, Greater Sudbury Local Immigration Partnership
- Amber Coville, Smiths Falls Local Immigration Partnership
- Don Curry, North Bay Local Immigration Partnership
- Geoffrey Dalton, Greater Sudbury Local Immigration Partnership
- Jaime Enachescu, Calgary Local Immigration Partnership
- Pat Firminger, Calgary Local Immigration Partnership
- Scott Fisher, Greater Sudbury Local Immigration Partnership
- Ken Graham, Smiths Falls Local Immigration Partnership
- Jennifer Harrington, Peterborough Partnership Council on Immigrant Integration
- Gisele Hauser, London and Middlesex Local Immigration Partnership
- Heather Hickman, St. John's Local Immigration Partnership

- Huda Hussein, London and Middlesex Local Immigration Partnership
- Irmtraud Hutfless, Toronto East Quadrant Local Immigration Partnership
- Jeff Kinsella, Chatham-Kent Local Immigration Partnership
- Michelle Lander, Thunder Bay Local Immigration Partnership
- Aaron MacMillan, Thunder Bay Local Immigration Partnership
- Gerry Mills, Halifax Local Immigration Partnership
- Hindia Mohamoud, Ottawa Local Immigration Partnership
- Safo Moustafa, Peterborough Partnership Council on Immigrant Integration
- Wendy Mugford, St. John's Local Immigration Partnership
- Aileen Murphy, Proposed Surrey Local Immigration Partnership
- Dipti Patel, Chatham-Kent Local Immigration Partnership
- Nicky Peters, Calgary Local Immigration Partnership
- Jonathan Price, St. John's Local Immigration Partnership
- Piero Pucci, Thunder Bay Local Immigration Partnership
- Meg Ramore, North Bay Local Immigration Partnership
- Jason Stabler, Peterborough Partnership Council on Immigrant Integration
- Kara Turner, Smiths Falls Local Immigration Partnership
- Elisabeth White, London and Middlesex Local Immigration Partnership
- Cathy Woodbeck, Thunder Bay Local Immigration Partnership

Réseaux en immigration francophone: Staff and Members

- Rodolphe Adikpéto, Réseau en immigration francophone de la Nouvelle-Écosse
- Georges Bahaya, Réseau en immigration francophone en Alberta

- Syrinne Benmouffok, Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario
- Christophe Caron, Réseau immigration francophone Terre-Neuve-et-Labrador
- Danielle Coombs, Réseau immigration francophone Terre-Neuve-et-Labrador
- Gaël Corbineau, Réseau immigration francophone Terre-Neuve-et-Labrador
- St-Phard Désir, Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario
- Alain Dobi, Réseau de soutien de l'immigration francophone pour le Centre Sud-Ouest de l'Ontario
- Marie Christine Gill, Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario
- Erwan Goasdoue, Calgary Local Immigration Partnership and Réseau en immigration francophone en Alberta
- Lorraine Hamilton, Réseau de soutien de l'immigration francophone pour le Centre Sud-Ouest de l'Ontario
- Christian Howald, Réseau de soutien à l'immigration francophone pour le Nord de l'Ontario
- Ida Kamariza, Réseau en immigration francophone en Alberta
- Marie-Elise Lebon, Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario
- Franklin Leukam, Réseau de soutien de l'immigration francophone pour le Centre Sud-Ouest de l'Ontario
- Melissa Loizou, Réseau de soutien de l'immigration francophone pour le Centre Sud-Ouest de l'Ontario

- Michelle Margarit, Réseau en immigration francophone en Alberta
- Hortense Mvemba, Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario
- Pascaline Nsekera, Réseau en immigration francophone de la Colombie-Britannique
- Serge Paul, Réseau de soutien à l'immigration francophone pour le Centre Sud-Ouest de l'Ontario
- Marie-Laure Polydore, Réseau en immigration francophone en Alberta
- Adrienne Pratt, Réseau en immigration francophone de Terre-Neuve et Labrador
- Marie-Claude Rioux, Réseau en immigration francophone de la Nouvelle-Écosse
- Sébastien Skrobos, Réseau de soutien de l'immigration francophone pour le Centre Sud-Ouest de l'Ontario
- Pierre Louis Valin, Réseau de soutien à l'immigration francophone pour l'Est de l'Ontario

Citizenship and Immigration Canada NHQ

- Firmin Andzama
- Caroline Duvieusart-Déry
- Marie-Eve Filteau
- Adel Ghie
- Patrick McEvenue
- Stephen Moir
- Jean Viel

Citizenship and Immigration Canada Regional Offices

- Carole Burton, Eastern Region CIC
- Andrea Childs, Eastern Region CIC
- Jill Francis, Western Region CIC
- Shana Getty, Ontario Region CIC
- Farida Mersali, Ontario Region CIC
- Stephen Mill, Western Region CIC
- Murray Nosanchuck, Ontario Region CIC
- Lucy Swib, Western Region CIC
- Jan-Mark Van Der Leest, Eastern Region CIC

Fédération des communautés francophones et acadienne du Canada

- Marjie Brown
- Sylvie Moreau