



Citizenship and  
Immigration Canada

Citoyenneté et  
Immigration Canada



# Citizenship and Immigration Canada

***Local Immigration  
Partnerships  
-WCI -  
November 17<sup>th</sup>, 2011***



**Canada**

# Purpose of the presentation

- To share CIC's perspective on Local Immigration Partnerships (LIPs)
- To present and get a few initial reactions about the proposed LIPs Logic Model, Performance Measurement Framework and possible Indicators

# Evolution of Municipal and Community Involvement in Development of Federal Government Policy

- Since the mid-1990s, CIC has increasingly recognized the importance of engagement at the local level.
  - Municipalities play a central role in delivering many services that impact the settlement and integration experiences of newcomers.
  - Tremendous capacity and expertise exist at the local level.
  - Economic benefits of immigration are most evident in the local context.
- Municipalities and communities are taking a greater role in planning for and guiding immigration and settlement.
  - Attraction: critical gaps have been identified in the local labour force.
  - Retention: entire families need to feel welcomed for workers to stay.
- Ongoing and growing appetite for engagement.
  - Federation of Canadian Municipalities: Quality of Life
  - Francophone Minority Communities
  - UNESCO: Cities Against Racism
  - Maytree: Cities of Migration

# What are the LIPs?

- CIC funds the LIPs as coordination and planning bodies at a community level to:
  - Build on existing initiatives by establishing stronger linkages between sectors.
  - Align settlement and mainstream services and programs to better address newcomer needs.
- LIPs represent a new form of multi-level governance – involving municipal, provincial and federal partners.
- CIC recognizes that successful settlement and integration involves many stakeholders.
  - LIPs actively engage a range of stakeholders, including mainstream institutions, to encourage a locally-driven strategic planning process.
- The vision for LIPs is to:
  - Systematize ongoing local engagement in settlement and integration.
  - Consult newcomers and perform mapping exercises to highlight needs, assets and gaps.
  - Develop a settlement strategy with identified priorities, which involve all relevant partners.
  - Implement a settlement strategy and action plans.
  - Improve outcomes for newcomers in the respective local community
- Through regional CFPs for LIPs in 2008 and 2010, 45 LIPs have been gradually established in Ontario in two forms.
  - 1 city-wide and 14 neighbourhood-based LIPs in Toronto (total cost of \$4 million)
  - 30 community-wide LIPs in Ontario (total cost of \$5.2 million)
  - Cost per LIP ranges from \$59.5K to \$553.6K (one year)
  - Average cost per LIP is \$226K (one year)



# Steps in the LIPs Process

1. Establish a partnership council

2. Create terms of reference for the partnership council

3. Conduct research and establish a local settlement strategy to be implemented over three years

4. Develop an annual action plan to address local priorities

5. Implementation and execution of the action plan annually

6. Assess progress and measure outcomes



# What did we expect?

In issuing the Calls for Proposals, CIC intended to:

1. Strengthen local and regional awareness and capacity to integrate immigrants.
2. Establish or enhance partnerships and participation of multiple stakeholders in planning, and coordinating the delivery of integration services.
3. Improve access to, and coordination of, effective services that facilitate immigrant settlement and integration.
4. Improve access to the labour market for immigrants.



# What are we learning?

## Key findings

1. There is interest among municipalities to collaborate.
2. LIPs partnership councils are looking to CIC for a clear sense of future direction.
3. Community-wide LIPs in Ontario and neighbourhood-based LIPs in Toronto are fundamentally different in their needs and challenges regarding immigrant integration.
4. Appetite exists for many LIPs to facilitate one-stop coordination for needs assessment, common referral, info and orientation, language, labour market access, community connections and improved accessibility to mainstream institutions.
5. Based on analysis of 20 strategies, commonalities and variations were identified.
6. Selection of the coordinating body is important especially in areas where there is greater competition among SPOs.

## Community-wide LIPs in Ontario

1. Cost effectiveness and efficacy suggest community-wide LIPs could be established in other jurisdictions.
2. LIPs have proven to be effective mediators to develop coordinated approaches to be applied under the Modernized Approach.

## Neighbourhood-based LIPs in Toronto

1. Bottom up multi-lingual consultations with newcomers informed the 2006 COIA consultation on the COIA workplan. Potential for similarly beneficial channel for input into any subsequent agreements, and ongoing collaboration between Ontario and Canada in the area of immigration.
2. Overall complexity and the relatively higher cost of neighbourhood LIPs suggests need for limiting numbers in the GTA and suggests not pursuing this approach in other cities.

From program-policy  
knowledge 'mining'  
to performance indicators



## LIPs Program Design and Management

Activities

- Setting policy priorities/vision for LIPs
- Defining funding arrangements/capacity building
- Facilitating involvement and support from other government departments and stakeholders
- Supporting existing LIPs in Ontario
- Developing LIPs in Prairies and Atlantic Regions
- Establishing performance measurement approach
- Monitoring, reporting, conducting research and evaluation
- Developing resources and offering support
- Sharing information and lessons learned

Outputs

- Policy priorities and vision
- Logic model
- Requests for proposals and contribution agreements
- LIPs in Ontario, Prairies and Atlantic Regions
- Resources (LIPs Handbook)
- Performance information
- Conferences

Immediate Outcomes

- \*. Policies and programming align with departmental and government priorities
- \*. Policy and program models are evidenced-based, informed by stakeholder input and address the barriers & needs of both newcomers and communities
- \*. Standards, tools, resources and program coordination support the effective delivery of services (linked to PAA)

Intermediate Outcomes

## Local Immigration Partnerships (LIPs) Delivery

### Activities: Building Partnerships to Support Community-Level Planning and Coordination/Development of Welcoming Communities

- Systematize ongoing local engagement in settlement and integration
- Consult newcomers and perform mapping exercises to highlight needs and assets
- Develop strategies with identified priorities, involving all relevant partners
- Implement strategy and action plans
- Repeat consultation process as necessary
- Monitor and report on results

- Partnership councils and working groups/sector tables
- Consultations and research; community mapping
- Strategic plans
- Action plans/implemented actions
- Monitoring reports
- Resources leveraged from other sources

- \*. **Partners are aware of newcomers needs and develop strategies to address them**
- Expanded number and diversity of stakeholders.
- Partnerships developed for planning and setting priorities.
- Newcomer needs assessed and community assets and gaps mapped
- Non-settlement partners realize the needs and contribution of newcomers
- Participating partners realize the benefit of improved coordination
- Institutions and communities have the tools to become more welcoming to newcomers

- \*. **Program participants are engaged in newcomer settlement**
- Adapted programming and service delivery by mainstream institutions
- Services (needed by newcomers) coordinated at the community level
- Improved accessibility of mainstream institutions
- \*. **Clients are connected to the broader community** (linked to PAA 3.1.2 Clients have the knowledge, skills and opportunities to participate in social, cultural, civic, and economic life in Canada)
- Increased awareness of settlement services and thereby enhanced uptake

Long-term Outcomes

- \*. **Canadians provide a welcoming community to facilitate the full participation of newcomers into Canadian society**

### **Improved outcomes for newcomers and communities.**

- \*. Newcomers find employment commensurate with their skills and experience
- \*. Newcomers enjoy their rights and act on their responsibilities in Canadian society
- \*. Newcomers contribute to the economic, social and cultural development needs of Canada (as per PAA 3.1)

**Strategic Outcome 3: Newcomers and citizens participate to their full potential in fostering an integrated society.**

## Local Immigration Partnerships Results

## Proposed LIP Indicators

## Timeframe

Activities

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Outputs

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Immediate outcomes

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#### Improved outcomes for newcomers.

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### Activities/Outputs:

- Partnership councils established
- Deliverables produced – consultations materials, strategies
- Actions plan developed and implemented
- Monitoring reports submitted

1 year

### Appropriateness of LIP deliverables

- **Diversity of stakeholders** – Is the structure meeting the suggested best practices
- **Quality of needs assessment** - were all relevant aspect of community assessed (as per the WC Framework / best practices )
- **Quality of Strategies** – are the proposed priorities, strategies align with the Welcoming Communities framework / best practices
- **Quality of Implementation Plans** – are the implementation plans feasible to ensure development of Welcoming Community

1-2 years

### Effectiveness of partnerships/coordination effort

- Changes in how are the mainstreaming services are addressing newcomer needs – new programs, tools, skills, knowledge, accessibility, resources

2-3 years

### Newcomer outcomes - Effect on service use

- Use of settlement services in a community

### Proposed basis for measuring success of LIPs

**Are the communities becoming welcoming to newcomers so that they are best equipped to have successful outcomes**

5 years

\* See attached Settlement Program Logic Model

# Some examples of indicators

	Where we are...	Where we hope to be...
<b><i>Newcomer needs assessed and community assets and gaps mapped.</i></b>	No standardized approaches or tools for newcomer needs assessment, or a method to derive a baseline.	Universal needs assessment (UNA) with baseline data entered into iCAMs; LIPs facilitate UNA and provide further insight into specific local needs and contexts; <b>comprehensive mapping exercises completed in all communities.</b>
<b><i>Expanded number and diversity of stakeholders.</i></b>	Uneven appetite of stakeholders to participate.	All relevant actors participating.
<b><i>Partnerships developed for planning and setting priorities.</i></b>	Limited interactions between various levels of government, mainstream organizations and community stakeholders.	Strengthened relationships among CIC NHQ, RHQ and provincial counterparts; participation by wide cross-section of departments and municipal involvement.
<b><i>Adapted programming and service delivery by mainstream institutions.</i></b>	Minimal recognition of needs faced by newcomers.	Substantive recognition and adjusted programming and service offering to meet these needs.
<b><i>Services coordinated at the community level.</i></b>	19 percent of SPOs using referrals; partial coordination; duplication of some services; limited mechanisms for sharing information.	Double the number of SPOs using referrals; every community has a common front door to access settlement services (e.g. welcome centre, hub, newcomer information centre); improved specialization and coordination.
<b><i>Increased awareness of settlement services and thereby enhanced uptake.</i></b>	Approximately 25 percent of newcomers use CIC language training services.	Increase uptake rate to 40 percent.
<b><i>Improved outcomes for newcomers.</i></b>	It is difficult to tell as we have no standardized approaches or tools for outcomes analysis; no information on intermediate outcomes at community level.	In a position to report on intermediate outcomes by community, with improvements over time.

# Characteristics of a Welcoming Community

1. **Employment opportunities**
2. **Fostering social capital**
3. **Affordable and suitable housing**
4. **Positive attitudes towards immigrants, cultural diversity and the presence of newcomers in the community**
5. **Presence of newcomer-serving agencies that can successfully meet the needs of newcomers**
6. **Links between main actors working towards welcoming communities**
7. **Municipal features and services sensitive to the presence and needs of newcomers**
8. **Educational opportunities**
9. **Accessible and suitable health care**
10. **Available and accessible public transportation**
11. **Presence of diverse religious organizations**
12. **Social engagement opportunities**
13. **Political participation opportunities**
14. **Positive relationships with the police and the justice system**
15. **Safety**
16. **Opportunities for use of public space and recreational facilities**
17. **Favorable media coverage and representation**

Use of the WCI framework to support:

- Comprehensive mapping exercise
- Appropriateness of the Strategies and Action Plans
- Measurement of medium- and long-term outcomes

# Annexes

# Some LIPs Accomplishments to Date

<p><b><i>Newcomer needs assessed and community assets and gaps mapped.</i></b></p>	<p><u>Improved access to newcomers and clearer information about their needs and existing services</u></p> <ul style="list-style-type: none"> <li>• Engaged of a wide cross-section of newcomers including those who had not visited a SPO.</li> <li>• Improved community consultation and buy-in to support the LIPs process.</li> <li>• Enhanced awareness of newcomer needs and detailed mapping of settlement and mainstream service gaps.</li> <li>• Utilized the tremendous amount of tacit knowledge and expertise available at the local level to enhance planning and to arrive at solutions attuned to local needs and capacities.</li> <li>• Facilitated the sharing of knowledge, information and best practices to benefit all stakeholders.</li> <li>• Targeted recommendations for appropriate policy responses to address community-based issues.</li> <li>• Provided the structure and staff needed to ensure coherence and maintain momentum within a community.</li> </ul>
<p><b><i>Expanded number and diversity of stakeholders.</i></b></p>	<p><u>Created broad-based partnerships with key stakeholders</u></p> <ul style="list-style-type: none"> <li>• Expanded the breadth of stakeholders (especially between organizations that were previously not working together).</li> <li>• Improved focus by encouraging all partners to work toward common goals.</li> <li>• Engaged all levels of government as partners to achieve more comprehensive planning on immigration and settlement.</li> </ul>
<p><b><i>Partnerships developed for planning and setting priorities.</i></b></p>	<p><u>Facilitated new connections and collaborations</u></p> <ul style="list-style-type: none"> <li>• Increased capacity for building and maintaining relationships and for knowledge sharing and co-production.</li> <li>• Linked pre-existing community initiatives and partnerships, and linked employment, settlement and integration services in one place.</li> <li>• LIPs bring many new players to the table that otherwise would not collaborate.</li> </ul>
<p><b><i>Adapted programming and service delivery by mainstream institutions.</i></b></p>	<p><u>Leveraged funding for projects to benefit immigrant settlement and integration</u></p> <ul style="list-style-type: none"> <li>• <i>London</i> <ul style="list-style-type: none"> <li>– A successful application from members of the Health and Well-being Sub-council, led by Family Service Thames Valley, was submitted to the Healthy Communities Fund (MCI) with some matching funds from the United Way. The total amount on this application for the two years is approximately \$115,000. This includes in-kind contributions from 6 organizations and \$50,000 from the Healthy Communities Fund.</li> <li>– A pending application has been submitted to the Trillium Fund for \$75,000 per year for three years.</li> </ul> </li> <li>• <i>Ottawa</i> <ul style="list-style-type: none"> <li>– A grant for \$114,000 over two years was received from the Community Foundation in support of developing OLIP's communications capacity – essentially, an investment in the secretariat.</li> <li>– Additional applications in various areas are pending.</li> </ul> </li> </ul>

# Related Initiatives

The modernized Settlement Program is complemented by regional strategies led by some provinces. For example:

- Welcome BC Engages diverse sectors and groups to enhance social cohesion by funding projects that foster inclusive and vibrant communities. [www.welcomebc.ca](http://www.welcomebc.ca)
- Welcoming Communities Manitoba Initiative Provides funding to a wide range partners undertaking activities that build capacity to address discrimination, support social inclusion or increase public education and awareness.
- Saskatchewan's Community Connections Program Supports the goals of integration and retention by funding projects that increase newcomers' sense of belonging by actively engaging them in the planning and delivery of local projects.
- Quebec's Regionalization Initiatives Includes regional conferences of elected officials, and some municipalities have signed three-year immigration agreements with the provincial immigration ministry. Vatz-Laaroussi and Bezzi 2010; Rimok and Rouzier 2008; Allen and Troestler 2007

# Settlement Program Logic Model – June 2008

