



**PATHWAYS TO
PROSPERITY**

Promoting Welcoming Communities in Canada



**VOIES VERS LA
PROSPÉRITÉ**

Promouvoir des communautés accueillantes au Canada

Developing Performance Measurement Tools for the Local Immigration Partnerships and Réseaux en immigration francophone

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Goal and Background

- Project Goal: Offer recommendations for a coordinated performance measurement and monitoring strategy for LIPs and RIFs
- Both networks involve collaborative governance arrangements among multiple stakeholders, with the goal of improving coordination among players so that the benefits of immigration for communities are realized
 - In the case of the RIFs, the communities are Francophone minority communities and the emphasis is on the attraction and retention of Francophone newcomers and the strengthening of Francophone institutions
- Relatively unique nature of RIFs and LIPs: coordinating and strategic planning bodies, rather than direct service deliverers

Why Do We Need a Performance Measurement and Monitoring Strategy for the LIPs and RIFs?

- The RIFs and LIPs generally work at a high level:
 - set strategic priorities and support activities that target these priorities
 - promote collaboration, coordination, engagement, and awareness
 - build capacity to serve and welcome newcomers
- Central issue = What types of changes can we attribute to the RIFs and LIPs and how do we make appropriate attributions

Purpose of a Performance Measurement Strategy

- For the LIPs and RIFs themselves:
 - To help shape directions, plans, actions, and decisions by the LIPs and RIFs
 - To assess progress and make necessary adjustments
- For CIC:
 - To equip CIC with analytic tools and data to improve strategic and operational planning
 - To justify continuing support

Methodology

- Broad level analyses plus detailed analyses of 7 RIFs and 13 LIPs in locations where RIFs and LIPs co-exist
- Multi-method approach:
 - Mapping of geographic coverage and major institutional participants in the RIFs and LIPs
 - Document analysis
 - Interviews: over 80 interviews conducted

RIFs and LIPs Included in In-Depth Analyses

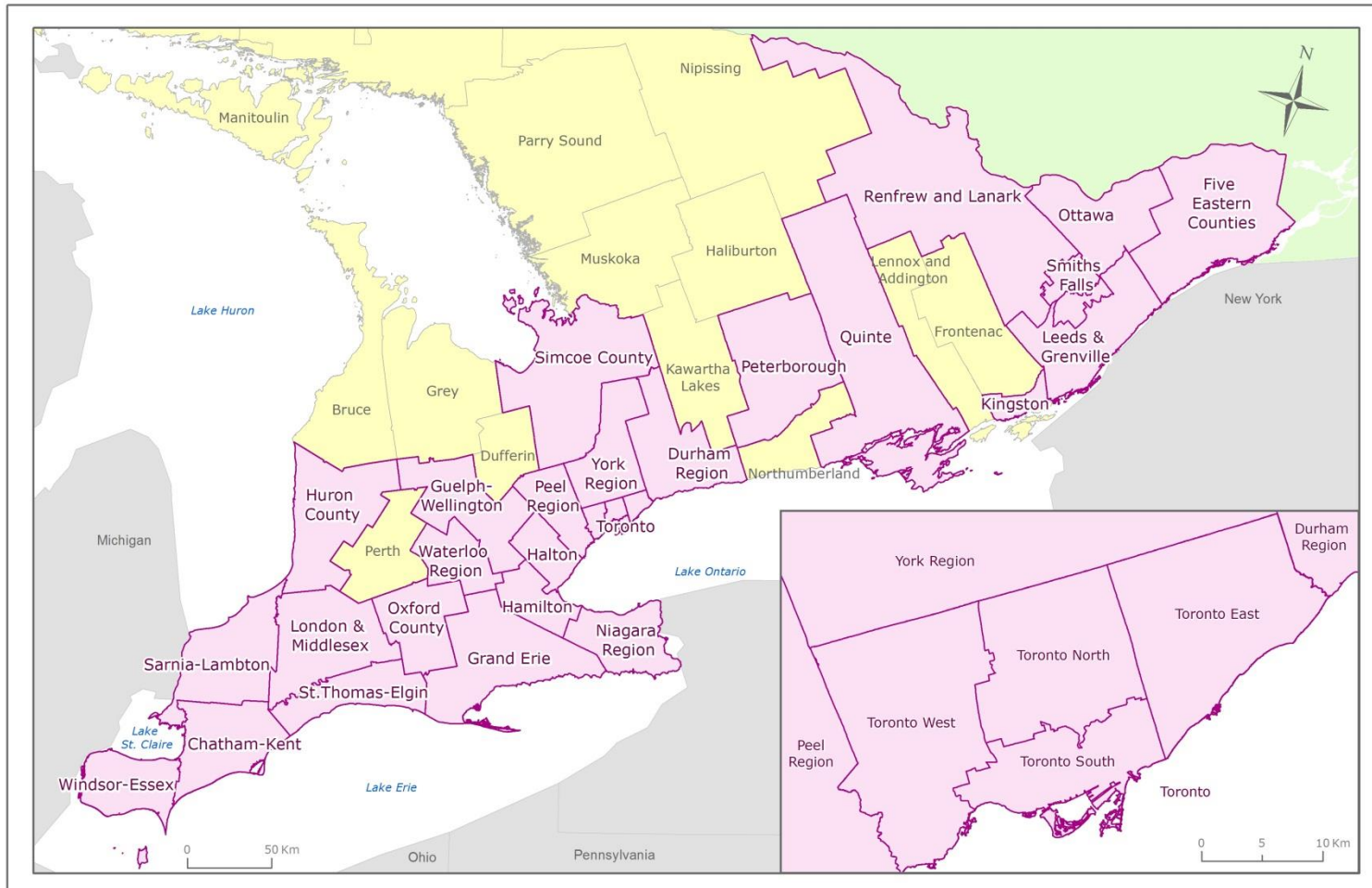
RIFs	LIPs
Eastern Ontario	Ottawa, Smiths Falls, Peterborough
Central South-Western Ontario	Chatham Kent, London & Middlesex, Toronto East Quadrant
Northern Ontario	Greater Sudbury, North Bay, Thunder Bay
Alberta	Calgary
British Columbia	Surrey (in application stage)
Nova Scotia	Halifax
Newfoundland & Labrador	St. John's

Geographic Mapping



- Mapping of geographic coverage of all RIFs and LIPs in existence at time of project: provides easy-to-interpret, bird's eye view of the location of the RIFs and LIPs
- Listing of census geographies for each RIF and LIP
 - Census divisions and subdivisions, dissemination areas, census tracts
 - Will be useful for future analyses of indicators relevant to RIF and LIP progress, available within large-scale datasets (e.g., National Household Survey, Canadian Community Health Survey)

Sample Map

Southern Ontario Local Immigration Partnerships (LIPs)



Legend

-  LIPs
-  Census Divisions



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Note: The Quinte LIP boundaries are tentative

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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

Current Performance Measurement by the LIPs and RIFs

- LIPs: Almost all LIPs in our sample had engaged in some form of performance measurement on a relatively regular basis; wide range of indicators
- Examples:
 - Systematic recording of activities, products, events, new partnerships
 - Feedback from LIP members and from those participating in events
 - Primary data collection by LIPs: e.g., surveys of newcomers and of representatives of community organizations
 - Analysis of large-scale pre-existing datasets: e.g., census data

- RIFs: Expectations for performance measurement have been less clear and thus the RIFs have been less likely to systematically collect performance measures to date; small number of indicators
- Examples:
 - Listing and coding of activities and events, including matching them with strategic goals and objectives
 - Feedback from RIF members and from those participating in events
 - Data collection in broader community: e.g., survey of cultural communities about the work of the RIF

Drawbacks

- With some exceptions, LIPs and RIFs tend to operate in isolation in collection of performance measures: do not benefit from sharing tools, experience, and collective expertise
- Reduces overall effectiveness and drives up costs
 - Design own measures based on ability to do so
 - Hire consultants to assist with performance measurement and pay for survey designs or individual custom tabulations of pre-existing datasets
- Without a set of common measures, cannot compare across LIPs and/or RIFs

Proposed Performance Measurement and Monitoring Strategy

- Pool of common tools for LIP and RIF performance measurement
 - Set of core measures to be completed by all LIPs and RIFs on a regular basis
 - Additional discretionary measures which would be utilized as needed
- To refresh and update the tools
 - Encourage LIPs and RIFS to experiment with additional measures on a pilot basis: If successful, could be nominated to the pool
 - As needed, hold workshops of researchers and LIP & RIF coordinators to discuss new measurement tools

- Advantages of this strategy:
 - Will lead to development of a pool of valid and reliable measures
 - Provides consistency for purposes of comparison, for measuring progress over time, and for developing a cumulative body of knowledge about the outcomes of the LIPs and RIFs
 - LIPs and RIFs can collaborate in performance measurement
 - Improves efficiency and reduces resources required for performance measurement in terms of coordinator time, and data collection and analysis costs

Considerations in Developing a Pool of Performance Measurement Tools

- Focus on targeted short term and long term outcomes of the LIPs and RIFs
- Must go beyond self-report of outcomes by LIP and RIF staff
- Should also include three other types of data:
 1. Measures collected from individuals participating in the partnership and those attending relevant activities and events
 2. Measures collected in the broader community from those who are the “target” of outcomes - e.g., mainstream organizations, (Francophone) immigrants, host community
 3. Analyses of large scale pre-existing datasets

Four Types of Tools

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 <ul style="list-style-type: none"> • More objective measurement • Intermediate cost

Systematic Recording of Outputs and Outcomes by LIP or RIF Staff

Can be used to assess:

- Partnerships and collaborations
- Capacity to implement strategic plans
- Enhanced engagement and awareness of needs and issues surrounding (Francophone) immigration among a wide array of actors
- Leveraging of resources

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

Can be used to assess:

- Partnerships and collaborations
- Engagement of a diversity of players
- Information sharing and increased awareness
- Increased capacity to support the settlement and integration of (Francophone) immigrants

Data Collected in the Broader Community

Can be used to assess:



- Responsiveness of mainstream services to the needs of (Francophone) immigrant and communities
- Coordination of services
- Welcoming, receptive communities
- Enhanced knowledge, accessibility, and uptake of services by (Francophone) immigrants
- Economic, social, civic, and cultural integration of (Francophone) immigrants

Analysis of Large Scale Pre-existing Datasets

Can be used to assess:

- Attraction and retention of (Francophone) immigrants
- Increased uptake of services
- Community welcome-ability
- Economic and socio-cultural integration of (Francophone) immigrants

Relation between Performance Measures and the Logic Models for the LIPs and RIFs

- Assuming the logic models imply a causal process in which short term outcomes feed into long term outcomes, it would be useful to test these relations
- This would validate the processes that the LIPs and RIFs are using to promote positive long term outcomes, and suggest areas that require emphasis or alteration
- e.g., enhanced awareness  increased adaptation of services?
- e.g., diversity of players  improved outcomes?

Conclusions

- Performance measurement is important for the LIPs and RIFs, and for CIC
- Currently LIPs and RIFs work in isolation, developing performance measures as they can
- A more systematic and efficient process for deciding on performance measures, and collecting and analyzing data would be beneficial
- These data should include not only measures collected by LIP or RIF staff, but also data collected from individuals participating in LIP or RIF activities, data collected in the broader community, and analyses of large scale pre-existing datasets

**Full report, in both English and French,
available from the P2P website library:**

p2pcanada.ca/library