



**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

Victoria Esses, Meyer Burstein, Gerry Clement, Julie Drolet,  
Aurelie Lacassagne, Caroline Andrew, Michael Haan,  
Johanne Jean-Pierre, Melissa Sharpe-Harrigan,  
Sasha McEachern Caputo, & Cathy Holtmann

**Funded by / Financé par:**



**Citizenship and  
Immigration Canada**

**Citoyenneté et  
Immigration Canada**

# 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

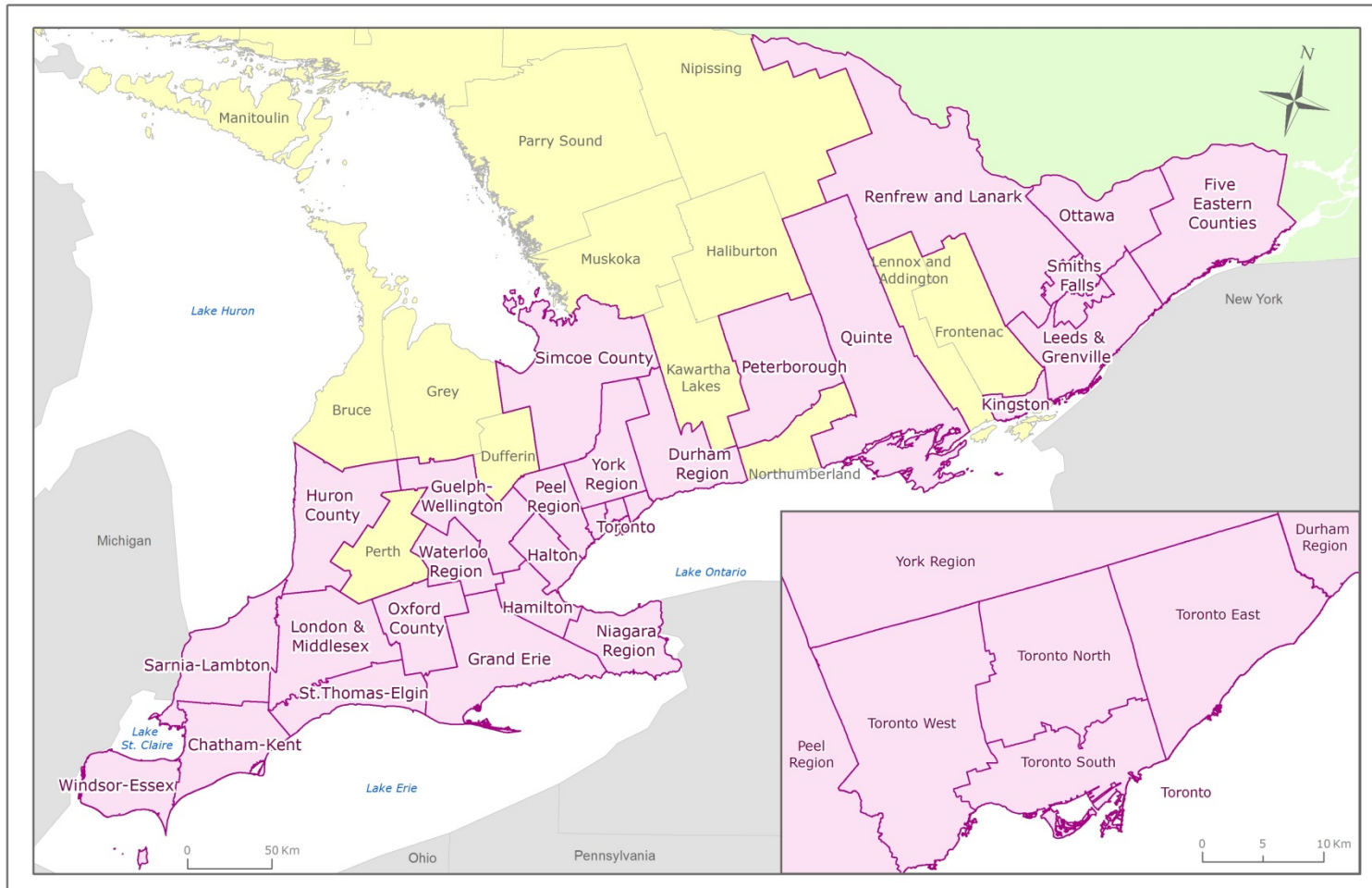
<b>RIFs</b>	<b>LIPs</b>
<b>Eastern Ontario</b>	<b>Ottawa, Smiths Falls, Peterborough</b>
<b>Central South-Western Ontario</b>	<b>Chatham Kent, London &amp; Middlesex, Toronto East Quadrant</b>
<b>Northern Ontario</b>	<b>Greater Sudbury, North Bay, Thunder Bay</b>
<b>Alberta</b>	<b>Calgary</b>
<b>British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

# 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



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

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



# Sample Census Geographies

<b>LIP</b>	<b>Description / Census GEO</b>
<b>Chatham-Kent</b>	<b>Census Division of Chatham-Kent - CD 3536</b>
<b>Durham Region</b>	<b>Regional Municipality of Durham - CD 3518</b>
<b>Five Eastern Counties LIP</b>	<b>United Counties of Prescott and Russell - CD 3502, and Stormont, Dundas and Glengarry - 3501</b>
<b>Grand Erie</b>	<b>Census Divisions of Brant - CD 3529 and Haldimand-Norfolk - CD 3528</b>
<b>Greater Sudbury</b>	<b>Census Division of Greater Sudbury - CD 3553</b>
<b>Guelph-Wellington</b>	<b>County of Wellington - CD 3523</b>
<b>Halton</b>	<b>Regional Municipality of Halton - CD 3524</b>
<b>Hamilton</b>	<b>Census Division of Hamilton - CD 3525</b>
<b>Huron County</b>	<b>County of Huron - CD 3540</b>
<b>Kingston</b>	<b>City of Kingston - CSD 3510010</b>
<b>Leeds &amp; Grenville</b>	<b>United Counties of Leeds and Grenville - CD 3507</b>
<b>London &amp; Middlesex</b>	<b>County of Middlesex - CD 3539</b>

# 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 Measures

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"> <li>• Measurement of the activities of the LIP or RIF</li> <li>• Measures proximal outcomes</li> <li>• Measures short term outcomes</li> <li>• More directly attributable to the LIP or RIF</li> <li>• More subjective measurement</li> <li>• Low cost</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement of LIP or RIF impact on those directly connected with the network</li> <li>• Measures proximal outcomes</li> <li>• Measures short term outcomes</li> <li>• More directly attributable to the LIP or RIF</li> <li>• Somewhat subjective measurement</li> <li>• Intermediate cost</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement of community level outcomes</li> <li>• Measures distal outcomes</li> <li>• Measures long term outcomes</li> <li>• Less directly attributable to the LIP or RIF</li> <li>• More objective measurement</li> <li>• Higher cost</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement of community level outcomes</li> <li>• Measures distal outcomes</li> <li>• Measures long term outcomes</li> <li>• Less directly attributable to the LIP or RIF               <ul style="list-style-type: none"> <li>• More objective measurement</li> </ul> </li> <li>• Intermediate cost</li> </ul>



# 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

# Systematic Recording of Outputs and Outcomes by LIP or RIF Staff

## Examples:

- Proportion of relevant organizations directly participating in the partnership
- Collaborations that the LIP or RIF has directly fostered
- Funding applications based on the LIP or RIF strategic priorities that involve more than one organization
- Activities conducted during the year and the specific goals from the strategic plan that were targeted

# Systematic Recording of Outputs and Outcomes by LIP or RIF Staff

## Examples (continued)

- Products produced during the year and the specific goals from the strategic plan that were targeted
- Presentations to the community, including nature of the audience and who initiated the process
- Invitations to attend meetings and participate on boards
- In-kind contributions to the activities of the LIP or RIF, and leveraging of outside 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 from Individuals Participating in the LIP or RIF and from Those Attending LIP or RIF Events

## Examples: Surveys and Structured Interviews

- Perceptions of the partnership, including its operation, new collaborations and partnerships, value as a source of information, value in working toward long term outcomes, impact on the community
- Adaptation of mainstream services to respond to the needs of (Francophone) immigrants, based on increased awareness and information on these needs

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

## Examples (continued)

- Common assessment device (with some room for discretionary questions) to use for event and activity feedback – value of the information provided, new learnings, opportunities for and facilitation of collaborations, likelihood of changing practices as a result

# 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

# Data Collected in the Broader Community

## Examples:

- Survey of mainstream organizations and service providers – awareness within their organization of (Francophone) immigrant needs and issues, adaptation of services to address these needs, knowledge of other services for immigrants in the community, degree to which immigrant clients are referred to other relevant services, knowledge sharing among organizations, perception of extent to which these effects are attributable to the LIP or RIF



# Data Collected in the Broader Community

## Examples (continued)

- Document analysis of mainstream organizations – do key documents provide evidence of responsiveness to (Francophone) immigrant needs – mandates, planning processes, activities
- Structured interviews of opinion leaders – those in leadership position within governmental and nongovernmental organizations who are in a position to influence decisions and public opinion in their communities – to determine the warmth of the welcome and receptivity to immigrants
- Standardized surveys of immigrants – services, outcomes

# 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

# Analysis of Large Scale Pre-existing Datasets

## Examples: Data available through Research Data Centres and through Statistics Canada

- IMDB – links landing data and tax files: can be used to assess attraction and retention
- iCARE – types of services used and by whom, preferred language of service and actual language of delivery
- National Household Survey, Canadian Community Health Survey, Labour Force Survey – economic and sociocultural integration
- Welcome-ability index – capacity of communities to welcome and integrate 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](http://p2pcanada.ca/library)**