Chatham-Kent Local Immigration Partnership Recommendations for Future Practice

Research Overview and Recommendations

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Executive Summary

This report provides an overview of the findings and recommendations from a mixed-method investigation of various stakeholders' experiences and perspectives about immigrant integration and settlement services in Chatham-Kent. Local Immigration Partnership (LIP) councils create and review Strategic Action Plans throughout their tenure in order to remain relevant and to adapt to the changing demographic responsibilities in hosting, welcoming and integrating newcomer and immigrant populations. In response to a call by Immigration, Refugees and Citizenship Canada (IRCC) to review strategic action plans and create a representative plan for 2018, the Chatham-Kent Local Immigration Partnership (CK LIP) hired a third-party consultant to help facilitate research and make recommendations on future practices. The research was conducted from October 2017, to February 2018. Based on this research, it was determined that the overall themes found in the 2012 Local Settlement Strategy are still prevalent and will continue to guide the work of CK LIP in the future. Important findings include (but are not limited to): (1) Immigrants continue to struggle to find meaningful employment and available services; (2) Most immigrants find Chatham-Kent welcoming; (3) Immigrants identified a need for more social inclusion through social events or networking opportunities.

The research team, which included CK LIP staff, made the following recommendations for the future direction of CK LIP Council and Stakeholders:

1. Adopt a more focused action plan with measurable indicators around selected welcome-ability dimensions including Health, Social, and Economic factors
2. Task the CK LIP Council to develop metrics around CK LIPs future activities, goals and priorities that will be accessible and distributed to the appropriate stakeholders
3. Create a systemic measurement and review process to indicate CK LIP's progress and identify future key priority areas of improvement

What is the Chatham-Kent Local Immigration Partnership?

The Chatham-Kent Local Immigration Partnership is funded by Immigration, Refugees and Citizenship Canada, with the Municipality of Chatham-Kent as the Contribution Agreement holder. CK LIP is one of 60 Local Immigration Partnerships across Canada.

The vision for LIPs is to support the development of self-sustaining multi-sectoral partnerships at the local level to integrate newcomer needs into the municipal planning process, while influencing provincial and federal priorities and processes.

LIPs typify the two-way street approach to integration, which regards all newcomers and members of the host community to be equal and important agents of change.

The CK LIP brings together community stakeholders to develop and support the implementation of local settlement strategies.

Members of CK LIP form a Partnership Council, which provides a collaborative framework towards development of coordinated, comprehensive and strategic approaches to immigration and integration that fits the needs of Chatham-Kent's immigrants, employers, and service providers.

The Partnership Council also looks at ways that community stakeholders can stay connected on newcomer issues on an ongoing basis during and after the implementation of settlement strategies.

Vision

CK LIP will foster a welcoming community by working together to integrate newcomers and celebrate diversity in Chatham-Kent.

Purpose

To create a community collaborative of traditional and non-traditional stakeholders, to strengthen Chatham-Kent's capacity to welcome newcomers and improve integration outcomes related to economic, social, and civic participation.

Objectives

- Improve the integration of newcomers by increasing awareness of and access to available resources and services
- Improve awareness of the social and economic benefits of newcomers to the Chatham-Kent community
- Pursue sustainability options for the CK LIP by identifying collaborative partnerships and funding opportunities
- Increase awareness of CK LIP initiatives

CK LIP Council

The CK LIP Council consists of enthusiastic members at local and regional levels who are committed to enhancing settlement and integration opportunities for all newcomers (individuals who immigrated to Chatham-Kent in the past 5 years) and immigrants (individuals who immigrated to Chatham-Kent more than 6 years ago) in Chatham-Kent. A list of the sector representatives and resource members are listed below:

Sector Representatives	# of Reps	Organization
Municipality of Chatham-Kent	5	• Chatham-Kent Community Attraction and Promotion • Chatham-Kent Employment and Social Services • Chatham-Kent Fire and Emergency Services • Chatham-Kent Police Services; Community Mobilization Section • Chatham-Kent Public Library
Settlement & Language Service Providers (Including Francophone Community)	5	• Adult Language and Learning • Centre Communautaire Francophone Windsor Essex Kent • Collège Boréal • South-Essex Community Council • Windsor Women Working with Immigrant Women
Employment Skills & Training	3	• Goodwill Career Centres • St. Clair College, Employment Centre • Workplace Safety and Prevention Services
Labour Market & Economic Development Agencies	4	• Chatham-Kent Chamber of Commerce • Chatham-Kent Small Business Centre • Chatham-Kent Workforce Planning Board • Wallaceburg and District Chamber of Commerce
Health Sector	3	• Chatham-Kent Community Health Centres • Chatham-Kent Health Alliance • Chatham-Kent Public Health
Education	5	• Conseil Scolaire Catholique Providence • Greater Essex County District School Board • Lambton-Kent District School Board • St. Clair College, Chatham Campus • University of Guelph, Ridgetown Campus
Community Organizations	6	• Chatham-Kent Nonprofit Network • Chatham-Kent Prosperity Roundtable • Mennonite Central Committee • United Way of Chatham-Kent • Youth Engagement Partnership • YMCA of Chatham-Kent
Others	3	• Diocese of London, Migrant Workers Ministry • EagleView Immigration Solutions • Réseau en Immigration Francophone
Resource Members	**# of Reps**	**Organization**
	7	• Immigration, Refugees and Citizenship Canada • Erie St. Clair Local Health Integration Network • Ontario Ministry of Advanced Education and Skills Development • Ontario Ministry of Agriculture, Food and Rural Affairs • Ontario Ministry of Citizenship and Immigration • Service Canada • Ontario Trillium Foundation

Why Review CK LIP's Strategy and Action Plan Now?

Local Immigration Partnership Councils create and review Strategic Action Plans throughout their tenure in order to remain relevant and to adapt to the changing demographic responsibilities in hosting, welcoming and integrating newcomer and immigrant populations. The 2012 Chatham-Kent Local Settlement Strategy (LSS) and Action Plan looked into the issues that Chatham-Kent newcomers faced from settlement and employment services perspectives. The findings from this document resulted in the following Action Plan and strategic direction of CK LIP.

Labour Market Outcomes
- Improve services and programs to help newcomers obtain meaningful employment
- Engage employers to improve employment prospects for immigrants
- Improve network and professional contacts for newcomers to help them advance professionally

Settlement and Integration
- Improve access to information, services and programs in Chatham-Kent
- Promote diversity training to school staff
- Enhance services in multiple languages and improve access to language interpretation services
- Enhance access to health services by newcomers

Language
- Improve access to English language training provided by settlement agencies to newcomers
- Enhance informal English learning opportunities for newcomers

Service Coordination and Capacity Building
- Promote coordination between local and regional service providers to maximize resources
- Improve capacity building of service providers
- Enhance community participation and civic engagement among immigrants and local residents
- Enhance community awareness on cultural diversity

In 2014, CK LIP reviewed the progress of the LSS and Action Plan, to realign foci. This review included an environmental scan and SWOT (Strength, Weakness, Opportunity, Threat) analysis of Chatham-Kent's assets and services for newcomers and immigrants. The current Vision, Purpose, and Objectives of CK LIP arose from this strategic review session, as well as identified priority areas for CK LIP to focus on. The priority areas identified were: (1) increased awareness of CK LIP and newcomer needs in the community; (2) increased communication between CK LIP stakeholders, Partnership Council growth; and, (3) increased engagement, funding and sustainability of the CK LIP project, and increased research and data. These priority areas supported the strategic directions listed above, but helped to guide the work of CK LIP to achieve the outcomes identified. The CK LIP Council membership added 14 key stakeholders, including newcomer and immigrant members, who helped drive the work of CK LIP. Each year, CK LIP provides an annual report to IRCC which highlights key outcomes and activities that occurred throughout the year. CK LIP also completes an internal monthly narrative report, a monthly newsletter, and maintains a social media presence and CK LIP website as a way of tracking outcomes and progress.

CK LIP, along with their working groups and partners, have focused on activities to accomplish or improve on many of the above action items. Below are key CK LIP accomplishments between 2012 and March 2017:

Labour Market Outcomes
- Held information sessions for community organizations and employers on diversity in the workplace, and Express Entry and Ontario Nominee Program immigration stream to raise awareness of employers' roles in immigrant attraction and integration
- Raised awareness of the positive economic contributions of newcomers through the 'Get the Whole Picture' video and poster series
- Produced the *Exploring the Impacts of Regulatory Change on Temporary Foreign Workers in Chatham-Kent* CK LIP report, highlighting the economic impact of the Temporary Foreign Worker program in Chatham-Kent
- Produced "Myth buster" information which addressed common myths on employment outcomes of newcomers and immigrants by sharing the facts of positive employment trends
- Connected Service Ontario with post-secondary institutions to facilitate Social Insurance Number workshops which reduce barriers for international students in joining the workforce

Settlement and Integration
- Held the Refugee Assistance Information Session to provide information to community stakeholders on private sponsorship options
- Supported the International Student Welcome Event to welcome international students and provide them with information on available resources
- Held information booths at outreach events to promote CK LIP's objectives and activities
- Assisted in building partnerships and researching funding models toward the implementation of a mobile nurse practitioner to increase healthcare access for migrant workers
- Conducted and published a Newcomer Health Study focusing on newcomer health literacy and healthcare access in Chatham-Kent, and shared recommendations for outcome improvement through CK LIP Council
- Hosted two annual Chatham-Kent Diverse City Party events as a way to promote diversity and social inclusion in Chatham-Kent
- Assisted with annual Migrant Worker Picnic events with the Thai Volunteer Outreach, and facilitated connections with Chatham-Kent Public Health to provide an on-site health clinic
- Collaborated on "Human Library" activities to share newcomer stories and promote civic engagement

Language
- Hosted an information session on a translation tool, "In Your Language", to increase capacity of local organizations to engage with non-English speakers

Service Coordination and Capacity Building
- Delivered presentations to community organizations that improved service coordination and capacity building

- Supported diversity training for all CK LIP council members to increase capacity of local agencies and ability to advocate for diversity training to other agencies
- Launched the Chatham-Kent Welcome Network to promote cultural awareness and sensitivity to local organizations, while helping linking newcomers and immigrants to settlement information
- Assisted the Municipality of Chatham-Kent in creating a Community Partnership Settlement Plan to respond to the 2015 Syrian Refugee Crisis and gained successful designation as Canada's first Welcoming Community
- Established the Newcomer Safety Advisory Committee made up of first responders, settlement staff, and translation support to facilitate greater communication in emergency responses involving newcomer immigrants

CK LIP will continue to host events that promote social inclusion and the celebration of diverse cultures in Chatham-Kent. CK LIP partners will also continue to meet to share knowledge and promising practices that will benefit newcomers and immigrants in Chatham-Kent.

In order to review strategic action plans and update the Local Settlement Strategy, CK LIP hired a consultant to help facilitate research and make recommendations on future practices. Through CK LIP's connection to the Pathways to Prosperity Partnership, Dr. Jennifer Long from McMaster University in Hamilton, Ontario was hired in 2017.

The research was conducted from October 2017, to February 2018. It was determined that the overall themes of the 2012 strategic direction initiatives are still prevalent and will continue to guide the work of CK LIP in the future. Furthermore, the Strategic Action Plan developed in 2012 continues to align with the mission of IRCC and also with the goals of the Municipality of Chatham-Kent's Strategic Plan - *CK Plan 2035* in the following ways:
- IRCC aims to build a stronger Canada by developing and implementing policies that facilitate the arrival of people and their integration into Canada.
- CK Plan 2035, the Community Strategic Plan for Chatham-Kent identifies the most important priorities for the community and outlines the objectives and actions necessary to reach those goals. One of the *Areas of Strategic Focus* of CK Plan 2035 is *People and Culture*; Chatham-Kent will promote culture through engagement, cultural diversity and an atmosphere of inclusion in a creative economy. Through CK Plan 2035, the Municipality of Chatham-Kent is working towards being recognized as the best place to live in Ontario and to be a destination of choice to experience culture. In order to accomplish this, Chatham-Kent will continue to promote cultural engagement, inclusion and a culturally diverse community, while supporting programs to recruit and retain residents.

The vision of both IRCC and CK Plan 2035, along with the present research, will contribute to the prioritization of CK LIPs future work. By focusing on health, social and economic immigrant integration and welcoming, CK LIP will ensure Chatham-Kent continues to enhance CK's ability to welcome and retain newcomers and immigrants. In line with the IRCC's direction, and other LIPs, CK LIP is working to improve measurable indicators and use benchmarks to show continued progress toward activities and priorities set in Strategic Action Plans.

Data Collection

Research Approach

The research was conducted between October, 2017, and February, 2018, and involved a multi-layered data collection process involving the following three parts:

Demographic Overview
Immigration and newcomer integration statistics

Secondary Data Collection
Welcoming Communities, P2P & LIP Promising Practices Literature Review
Labour Market Data Analysis
Settlement Services Review

Primary Data Collection
Four Focus Group Discussions
Three Surveys: CK Residents, CK LIP Council, Service Providers
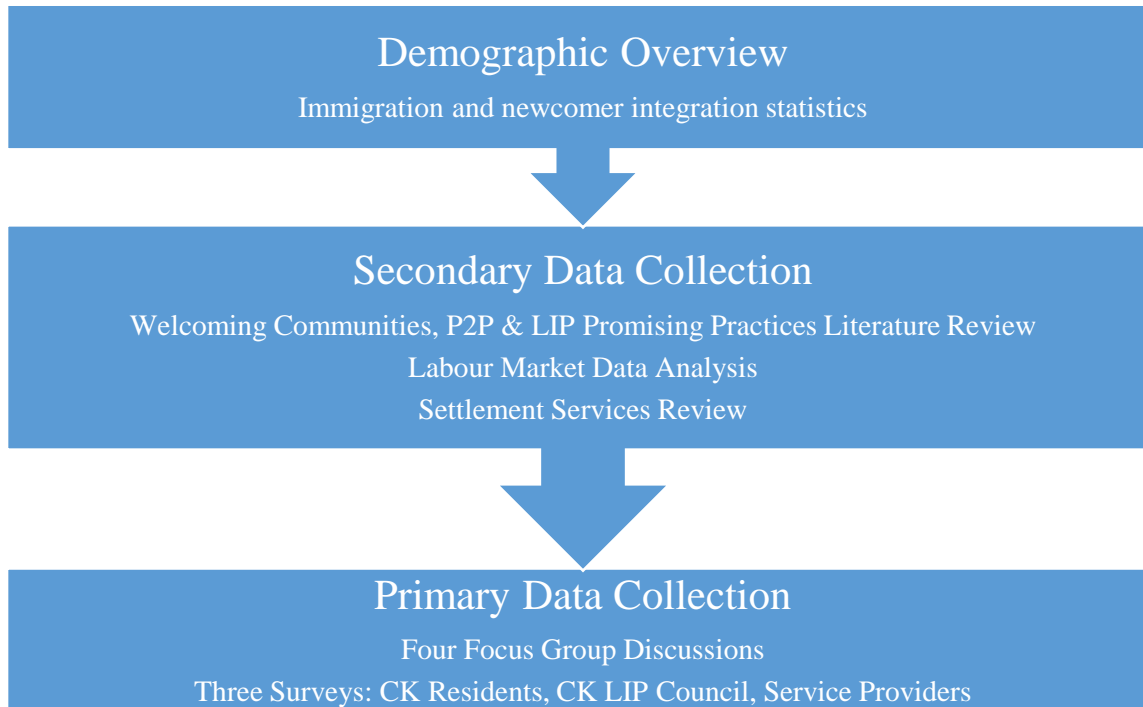
The research is guided by a mixed-methods approach – a method which uses both quantitative and qualitative (see below) research – to gain a deeper understanding and corroboration of findings that attempts to offset the inherent weaknesses of each research approach. One of the greatest advantages of such an approach is triangulation that is, examining the same phenomenon through different methods and techniques in order to help identify aspects of a phenomenon more clearly.

Demographic Overview

Dr. A. Sutter, quantitative data consultant through the Pathways to Prosperity Network from the University of Western Ontario in London, Ontario, was commissioned to provide a contemporary demographic profile of Chatham-Kent. Dr. Sutter used data from the 2016 Census (Statistics Canada, 2016) to build Chatham-Kent's demographic profile and where possible, compared it to past Census data to identify possible trends.

It was important to compare the 2016 Census data to the 2006 Census, rather than 2011 Census data, because the 2011 Census was shorter (asked fewer questions) and responses were not mandatory unlike in previous census. These factors limit the researchers' ability to compare the data to other collection points. There was one situation where no data was available for comparison purposes (using the 2006 Census data); in this case, data from the 2011 National Household Survey was used.

Primary Data Collection

To better understand the personal experiences of the settlement and integration process in Chatham-Kent, qualitative data was collected through Focus Group Discussions (FGDs) held with various newcomers living and/or working in Chatham-Kent. For the last Local Settlement Strategy & Action Plan (2012), researchers interviewed newcomer clients to local services, Internationally Trained Professionals, settlement workers, settlement service providers, temporary foreign workers, and Low German-speaking immigrants.

The focus on some ethnic or cultural groups over others seemed to exclude certain groups in the Chatham-Kent area. For the 2017 research, focus group participants were selected based on their immigration status in order to use standardized categories and to gather a broader perspective of their experiences integrating and settling into Chatham-Kent.

In total, four focus groups of different immigrant status were conducted in January and February, 2018. More information about who participated in these groups can be found in the section on FGDs. These groups included:
1. International Students
2. Temporary Foreign Workers
3. Economic Class Immigrants
4. Refugees

In addition to these group interviews, qualitative and quantitative data was collected from community and settlement service providers who participated in an online survey or pen and paper surveys at CK LIP meetings and community events.

Limitations

Due to the short timeline of this project (October 2017 to February 2018), especially over the holiday season, the research team experienced difficulty organizing focus groups. Despite the scheduling limitations, there were 24 focus group participants from across the aforementioned immigration status groups. The intent of the research was to provide an insight into immigrant's perspectives of the settlement and integration services in CK. The research team was somewhat less successful in gathering feedback from Chatham-Kent's community service providers through the online survey.

Demographic Overview

The following information is taken from the demographic profile produced by Dr. A. Sutter on behalf of CK LIP.

Demographic Profile Overview

As seen in Figure 1, in 2016, Chatham-Kent's population consisted of 90,795 non-immigrants (91%), 8,630 immigrants (8.6%) and 350 non-permanent residents (0.4%). The breakdown of the population by immigrant status based on the 2016 Census is very similar to the one based on the 2006 Census. In 2006, Chatham-Kent's population consisted of 95,905 non-immigrants (89.5%), 10,830 immigrants (10.1%), and 415 non-permanent residents (0.4%). Compared to Canada as a whole, Chatham-Kent has a larger percentage of non-immigrants (91% in Chatham-Kent vs. 76.6% in Canada), and a lower percentage of immigrants (8.6% in Chatham-Kent vs. 21.9% in Canada) and non-permanent residents (0.4% in Chatham-Kent vs. 1.5% in Canada). (Sutter, 2018)

Figure 1 - Immigrant Status in Chatham-Kent, 2016
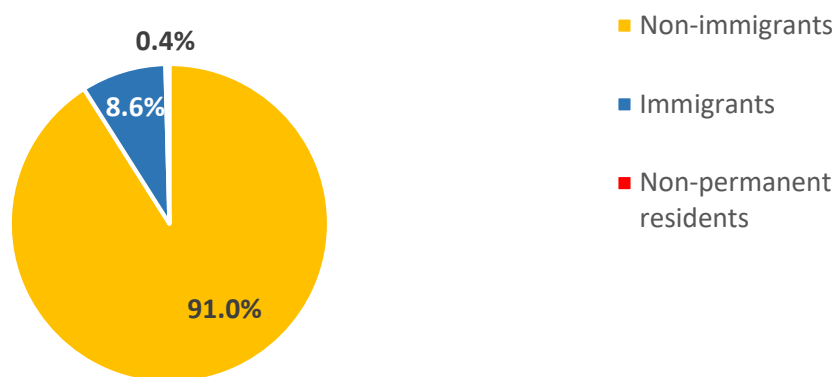
Regions of Origin

Immigrants coming into Chatham-Kent, as viewed through admission category, have seen a change in trends over the past four decades. As Figure 2 highlights, the number of refugees settling in Chatham-Kent has been declining over the past four decades. Between 1980 and 1990, 21.3% of immigrants were refugees; whereas between 2001 and 2010 only 12.7% were refugees. The data in Figure 2 highlights an increase in immigrants sponsored by family (from 45.2% from 2001-2010 to 54.2% from 2011-2016), and a decline in economic immigrants (from 36.2% from 2001-2010 to 29.8% from 2011-2016). This data also indicates that more immigrants are coming to Chatham-Kent under the 'other' category. These 'other' immigrants were granted permanent resident status under a program that does not fall under the economic immigrant, family sponsorship, or the refugee category (Statistics Canada, 2016). Importantly, the low and decreasing percentage of refugees coming to Chatham-Kent does not include the timing of the Syrian Refugee Crisis in Canada. The 2016 Census data would not account for the number of Syrian refugees who landed in Chatham-Kent after the May 10th, 2016 census date.

Figure 2 - Immigrants by Admission Category and Period of Immigration in Chatham-Kent
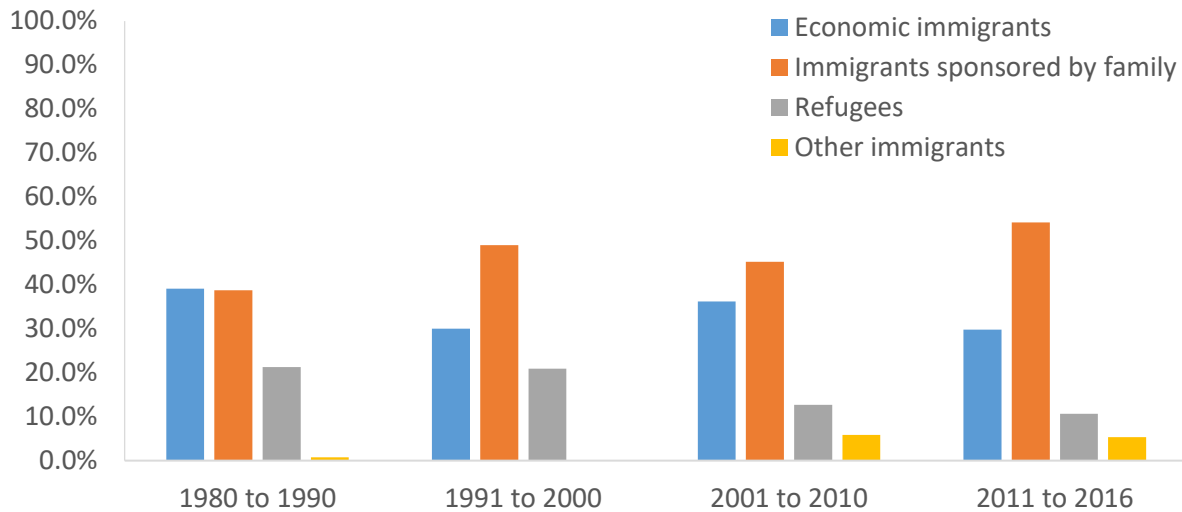
As Figure 3 shows, the place of birth of immigrants in Chatham-Kent has changed over the years. In particular, immigrants who obtained landed or permanent resident status between 1980 and 1990 were mostly from Europe (40.5%). This percentage of European immigrants has declined over the years, with 23.1% in 1991–2000, 11.8% in 2001–2010, and 7.5% in 2011–2016. The opposite pattern is true for immigrants from Asia. From 1980–1990 only 15.2% of immigrants were born in Asia. This percentage increased over the years, with 23.6% in 1991-2000, 36.4% in 2001-2010, and 33.1% in 2011-2016.

Another important source region for Chatham-Kent immigrants is Central America. While there have been some fluctuations, immigrants from Central America made up a significant percentage during each of the four immigration periods. In particular, between 1980 and 1990, 30.0% of immigrants who obtained landed or permanent resident status were from Central America. In 1991-2000, this percentage was 38.7%, in 2001-2010 it was 22.7% and for 2011-2016 it was 34.6%.

Finally, although immigrants from the Caribbean and Bermuda represent only a small percentage of immigrants who obtained landed or permanent resident status in each of the four immigration periods, the data suggests that most recently there has been an increase in immigrants from this area. Between 1980 and 1990, only 2.3% of immigrants who obtained landed or permanent resident status were from the Caribbean and Bermuda. Between 2011 and May 10th of 2016, this percentage was 8.3% (Sutter, 2018). Again, as illustrated in Figure 2, these numbers do not reflect the intake of refugees after May 10th, 2016.

Figure 3 – Place of Birth by Immigration Period in Chatham-Kent
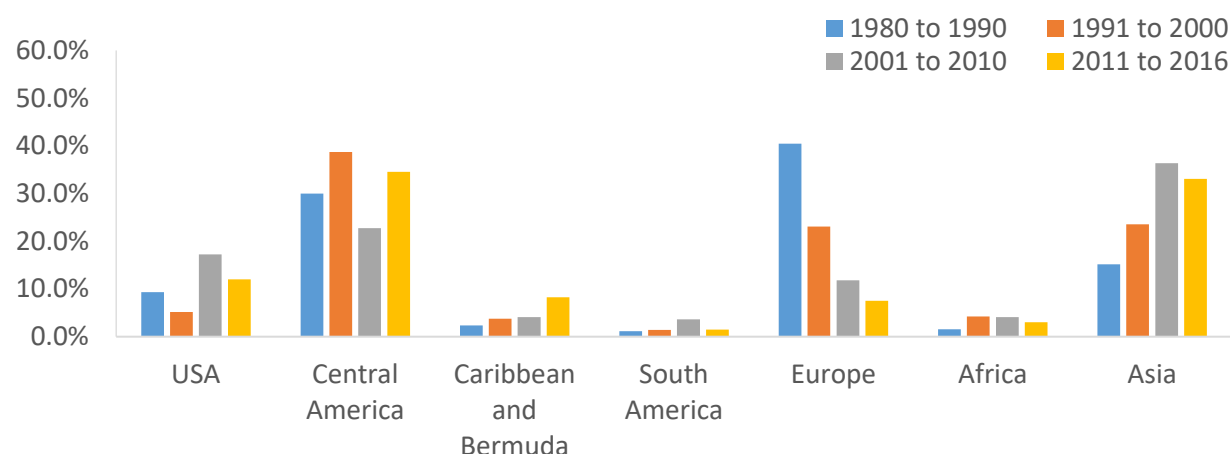
Language

In terms of first official language spoken, the overwhelming majority of Chatham-Kent's population, aged 15 years and over, indicated speaking English as their primary language in daily communications. This high percentage of English as the primary language is consistent among non-immigrant (97.5%), immigrants (97.2%), and non-permanent residents (100%). In terms of non-immigrants and immigrants speaking French, the numbers are much lower, with 2.4% of non-immigrants and 0.5% of immigrants speaking French as their first official language. However, other languages continue to become more prevalent in Chatham-Kent. In terms of the top five non-official languages spoken at home, German is first with a large majority. This large number can be associated with Low German speaking immigrants in Chatham-Kent. Portuguese, Dutch, Spanish and Italian follow German as the top non-official languages spoken at home in Chatham-Kent. Table 1 highlights the top 14 non-official languages spoken at home in Chatham-Kent.

Table 1 – Top 14 Non-Official Languages Spoken at Home in Chatham-Kent, 2016

	Language	# of people who speak the language at home
1.	German	2,590
2.	Portuguese	575
3.	Dutch	475
4.	Spanish	395
5.	Italian	345
6.	Polish	280
7.	Vietnamese	240
8.	Urdu	180
9.	Greek	125
10.	Aboriginal languages	120
11.	Korean	115
12.	Mandarin	115
13.	Tagalog (Pilipino, Filipino)	110
14.	Arabic	100

Age

When it comes to age, the 2016 Census data shows that non-permanent residents tend to be younger than other residents of Chatham-Kent, including immigrants (see Figure 4). For example, 80.3% of non-permanent residents fell in the first three age groups and were between 0 and 44 years old. In contrast, 51.8% of non-immigrants and 28.4% of immigrants fell in the first three age groups and were between 0 and 44 years old. Furthermore, compared to non-immigrants and non-permanent residents, immigrants in Chatham-Kent tend to be older. That is, while only 17.9% of non-immigrants and 7.0% of non-permanent residents were 65 years and older, 40.4% of immigrants were 65 years and older. (Sutter, 2018)

Figure 4 – Age by Immigrant Status in Chatham-Kent, 2016
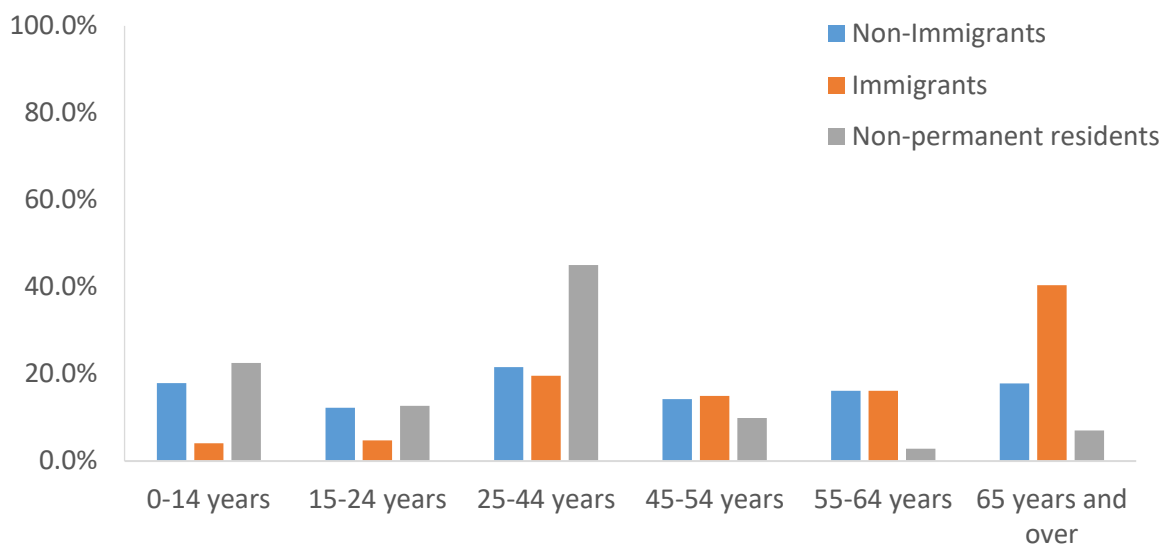
It is important to remember that this information is a snapshot of age of Chatham-Kent's total population. As evident in Figure 2, a large portion of Chatham-Kent's immigrant population has been coming to the area since the 1980s. Census data from 2016 shows that recent immigrants in Chatham-Kent are young in age, as the median age of recent Chatham-Kent immigrants (2011-2016) is 29.8 years, compared to Canada's recent immigrant median age of 32.5 years. The median age of the total Chatham-Kent immigrant population is 59.3 years, compared to Canada's total immigrant median age of 48.6 years (Statistics Canada, 2017a). As Figure 5 indicates, immigrants who came to Chatham-Kent most recently (between 2011 and 2016), were young, with 40.5% being under the age of 25 and only 4.6% being 65 years of age or older.

Figure 5 – Age of Recent Immigrant Population (2011-2016) in Chatham-Kent
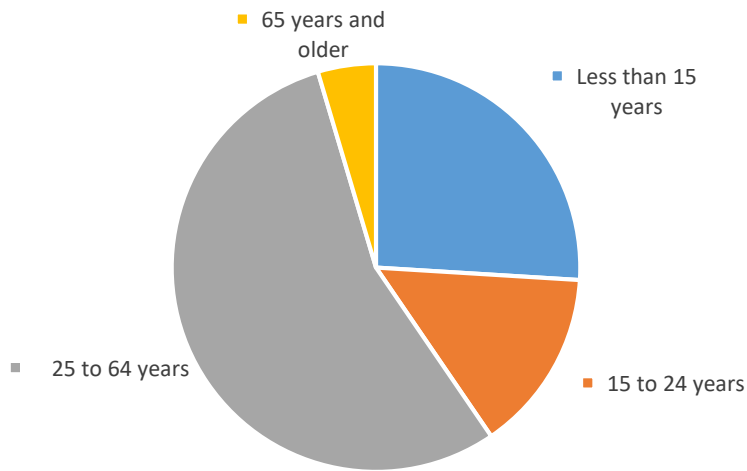
Employment

According to the 2016 Census, in terms of labour force status (Figure 6), the percentage of immigrants who were employed in Chatham-Kent on May 10th, 2016 was 44.8%; this is lower than the percentage of non-immigrants (56.8%) and non-permanent residents (56.4%). Immigrants were more likely to report not being in the labour force (51.9%) than non-immigrants (38.5%) and non-permanent residents (40%). When it comes to unemployment, there is little discrepancy among non-immigrants (4.7%), immigrants (3.3%) and non-permanent residents (3.6%). The data shows that a higher percentage of immigrants are not in the labour force, when compared to non-immigrants. This higher percentage could be the result of an aging immigrant population (i.e. those retired or retiring). As Figure 2 highlighted, a high number of immigrants came to Chatham-Kent in the 1980s, many of whom would possibly be retired now, therefore creating the higher unemployment rate.

Figure 6 – Labour Force Status by Immigrant Status in Chatham-Kent (for the population aged 15 years and over), 2016
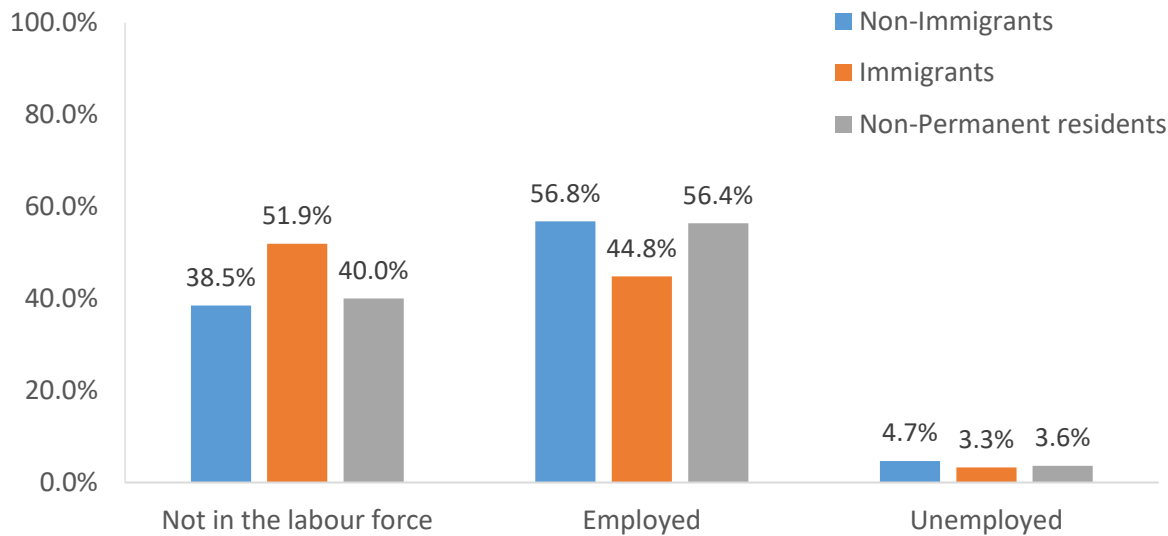
Figure 7 highlights labour force status by immigration period. Several trends can be found in this data, including a declining employment rate in the past three decades among immigrants, as the employment rate went from 73.5% from 1991-2000, to 65.8% from 2000-2010, to 52.1% from 2011-2016. The data also indicates that immigrants who obtained landed or permanent resident most recently (2011—2016) had the highest percentage of unemployment (7.3%). This percentage supports immigrants' perceptions, as found in the qualitative research, that immigrants struggle to find employment upon arrival to Chatham-Kent for reasons including the lack of professional networking opportunities, language barriers, and the barriers posed by the lack of Canadian education and experience.

Figure 7 – Labour Force Status by Immigration Period in Chatham-Kent (for the population aged 15 years and over), 2016
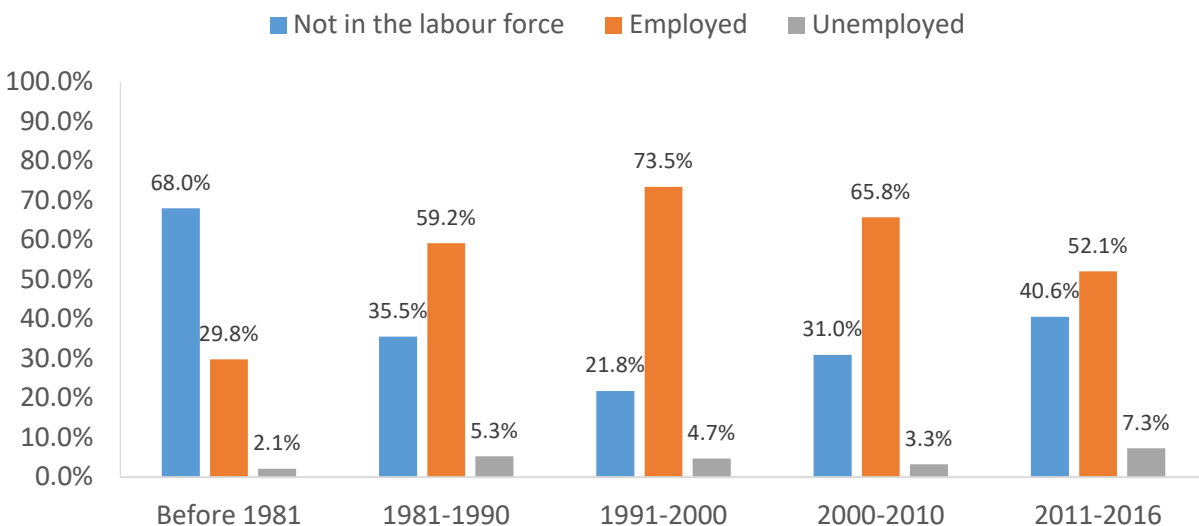
According to the 2016 Census, 61.9% of visible minority immigrants were employed while only 40.8% of non-visible minorities were employed (Figure 8). In contrast, 32.4% of visible minority immigrants were

not in the labour force while 56.5% of non-visible minorities were not in the labour force. Finally, 5.7% of visible minority immigrants were unemployed and 2.7% of non-visible minority immigrants were unemployed. (Sutter, 2018)

Figure 8 – Immigrants' Labour Force Status by Visible Minority Status in Chatham-Kent, 2016
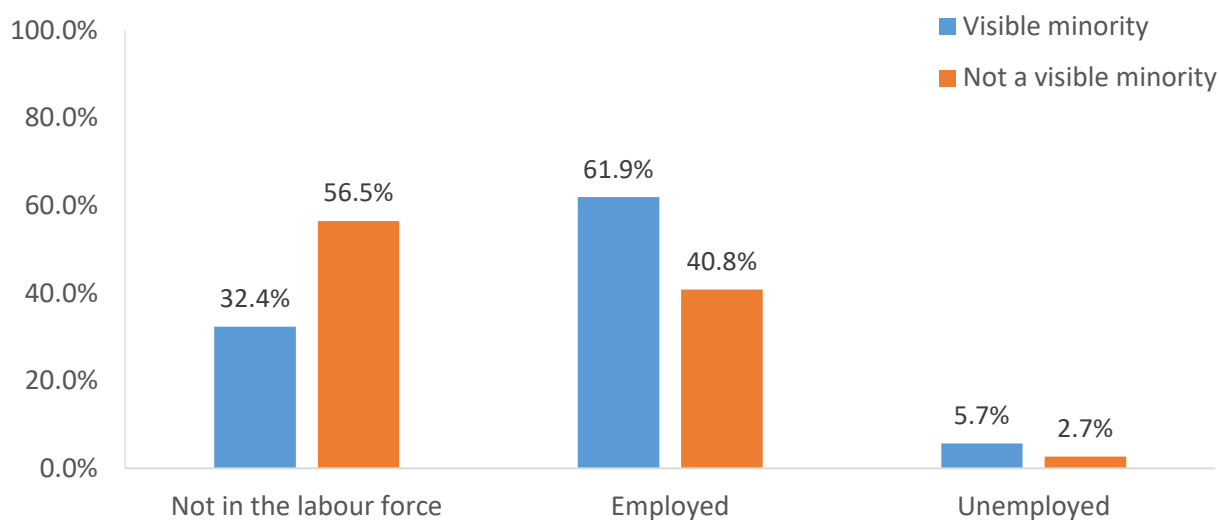
Income

As Table 2 highlights, the income statistics based on the 2016 census show that immigrants in Chatham-Kent earn less than non-immigrants. Table 3 shows a similar pattern as visible minorities earn less than non-visible minorities in Chatham-Kent. The same pattern can be found based on data from the 2006 Census (Statistics Canada, 2017a). Additionally, the income statistics based on the Census of 2016 show that immigrants who obtained landed or permanent resident status between 1981 and 1990 had the highest income. Immigrants who obtained landed or permanent resident status after that tend to have lower incomes (see Table 4). (Sutter, 2018) Income data from the 2016 census shows a clear divide in income levels, as rates of low income among immigrants and visible minorities continue to be high in relation to the Canadian-born population.

Table 2 – Income Statistics by Immigrant Status for the Population Aged 15 Years and Over in Private Households of Chatham-Kent, 2016

	Non-immigrants	Immigrants
Median total income ($)	31,242	28,333
Average total income ($)	39,317	36,835
Median after-tax income ($)	28,678	26,729
Average after-tax income ($)	33,753	32,333
Median employment income ($)	27,563	24,071
Average employment income ($)	35,485	32,166

Table 3 – Income Statistics by Visible Minority Status for the Population Aged 15 Years and Over in Private Households of Chatham-Kent, 2016

	Visible Minority	Not a visible minority
Median total income ($)	22,166	31,261
Average total income ($)	32,619	39,273
Median after-tax income ($)	21,065	28,697
Average after-tax income ($)	28,368	33,777
Median employment income ($)	20,141	27,469
Average employment income ($)	29,848	35,382

Table 4 – Income Statistics by Immigrant Period for the Population Aged 15 years and Over in Private Households of Chatham-Kent, 2016

	Before 1981	1981 to 1990	1991 to 2000	2001 to 2010	2011 to 2014
Median total income ($)	29,675	32,036	27,282	22,301	23,999
Average total income ($)	37,983	39,641	34,439	33,762	31,489
Median after-tax income ($)	27,702	29,727	25,952	21,602	23,187
Average after-tax income ($)	33,359	34,282	30,527	29,448	28,289
Median employment income ($)	18,403	32,992	29,108	21,859	24,384
Average employment income ($)	29,312	36,879	34,632	34,247	31,445

Visible Minority Status

In terms of visible minority status, a clear difference can be seen between non-immigrants, immigrants and non-permanent residents (see Figure 9). While only 2.9% of non-immigrants reported being visible minorities, 20.5% of immigrants and 40.8% of non-permanent residents reported being visible minorities. Compared to data from the 2006 Census, the data from the 2016 Census shows a higher percentage of visible minorities among immigrants and a lower percentage of visible minorities among non-permanent residents (Statistics Canada, 2017a). In particular, in 2006, 14.9% of immigrants were visible minorities and 69.9% of non-permanent residents were visible minorities. Finally, when compared over time, the percentage of visible minority immigrants has increased (see Figure 10). While 6.0% of immigrants who obtained landed or permanent resident status before 1981 were visible minorities, 50.4% of immigrants who obtained landed or permanent resident status between 2011 and May 10th of 2016 were visible minorities. These trends are showing that more immigrants coming into Chatham-Kent are visible minorities. (Sutter, 2018)

Figure 9 – Visible Minority Status by Immigrant Status in Chatham-Kent, 2016
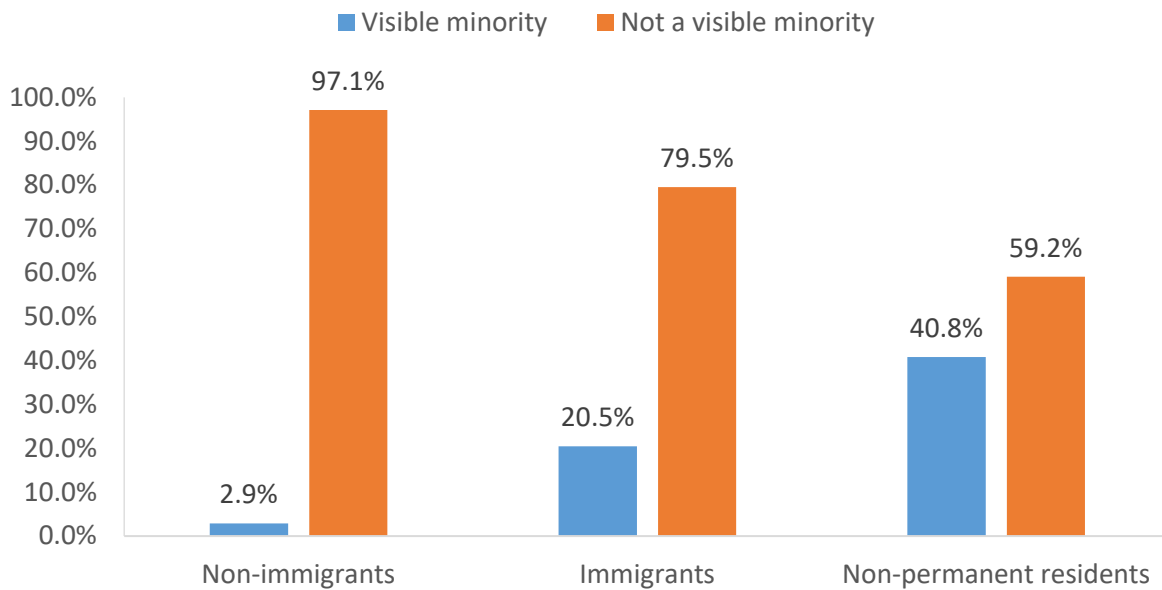
Figure 10 – Visible Minority Status by Period of Immigration in Chatham-Kent, 2016
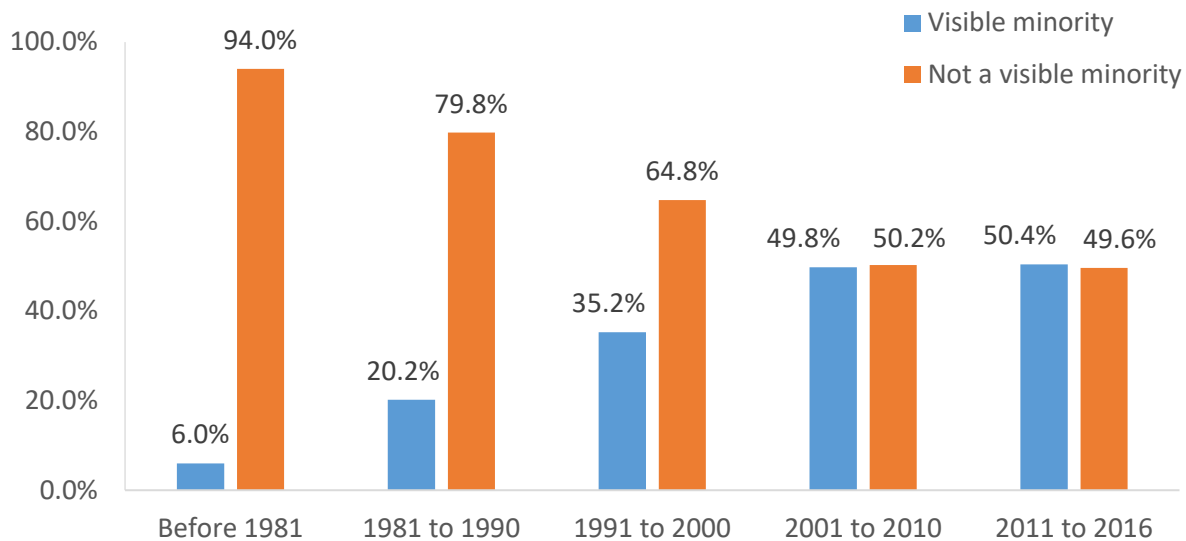
Education

Education levels tend to vary among non-immigrants, immigrants and non-permanent residents in Chatham-Kent. For example, a higher percentage of immigrants and non-permanent residents have no certificate, diploma or degree, when compared to non-immigrants. However, the opposite pattern exists when it comes to holding a university certificate, diploma or degree at the bachelor level or above, with a higher percentage of immigrants and non-permanent residents holding degrees than non-immigrants. Figure 11 highlights the highest education level by immigrant status in Chatham-Kent. The data shows that in Chatham-Kent, newcomers and immigrants tend to hold higher levels of education than non-immigrants.

Figure 11 – Highest Education Level by Immigrant Status (for the population aged 15 years and over) in Chatham-Kent, 2016
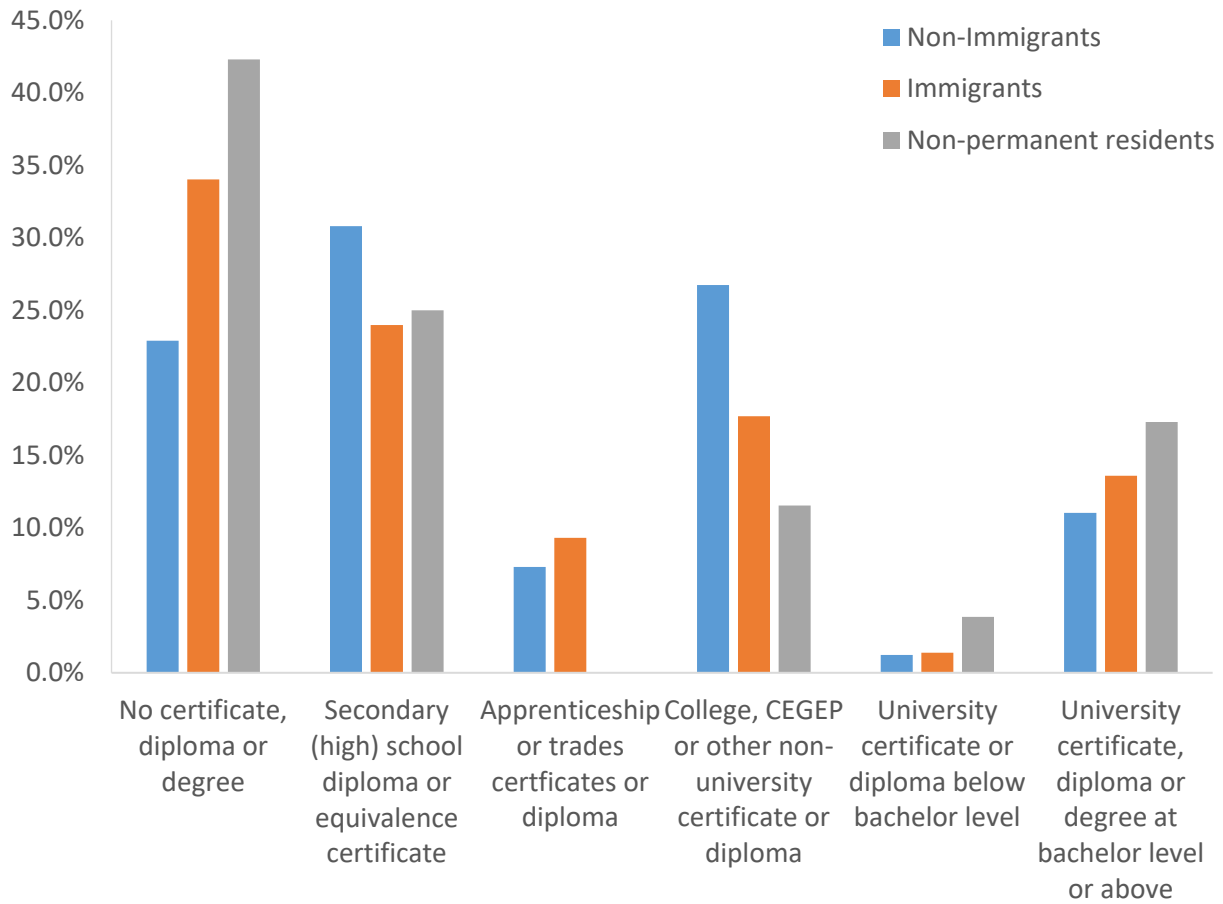
Secondary Data Collection

Promising Practices

A literature review, involving approximately 30 research studies and reports, was also conducted as part of this study. This research included the review of research conducted by other Local Immigration Partnerships, various government bodies, and the Pathways to Prosperity (P2P) Partnership. The P2P Partnership is an alliance dedicated to fostering welcoming communities that promote the economic, social and civic integration of immigrants and minorities in Canada (2018). The Partnership includes all key federal and provincial migration ministries; municipalities; national, regional, and local organizations involved in newcomer settlement; and researchers from over 50 universities. The main activities of the Partnership are primary and secondary research, knowledge transfer, education, and mutual learning of local expertise and detailed government program knowledge.

One predominant feature among recent literature and work from other LIPs and IRCC is welcome-ability. This feature ties into the context of Chatham-Kent from both a Municipal and LIP Council perspective.

What is Welcome-ability?

Welcome-ability measures the capacities of communities to welcome and integrate newcomers. Welcome-ability is different from the concept of integration (defined as the participation of immigrants in the economic, social, cultural and political life of the community). Integration is often used as a measure of welcome-ability but this term does not tell the whole story.

In 2008, the IRCC (then CIC) created the Welcoming Communities Initiative (WCI) to support *Canada's Action Plan Against Racism* (CAPAR). This approach has three focal points: (1) to create connections between newcomers and Canadians; (2) to eliminate barriers to integration by creating welcoming communities; and, (3) to educate against racism (CIC, 2010, p.2). The long-term outcomes for the WCI include strengthening participation of newcomers in Canadian communities and engendering more inclusive and welcoming communities for newcomers in Canada. Therefore, this national-level initiative supports such on-going anti-racism activities as awareness-raising, resource development and direct services aimed at multiple stakeholders across IRCC regions today (CIC, 2010, p.2). Welcoming, like integration, is a "two-way" process whereby immigrants and non-immigrants work to foster a more welcoming community.

Welcome-ability, as used by migration and ethnic relations researchers, is a measurement of outcomes (not of the processes). Defining a welcoming community is complex as it can be defined as a characteristic, a policy, a focus or a place (Esses, Hamilton, Bennett-AbuAyyash, & Burnstein 2010, p.9). We will use Esses' et al.'s (2010) definition of welcoming community defined as "a collective effort to create a place where individuals feel valued and included." Ultimately a welcoming community attracts and retains newcomers by:
- Identifying and removing barriers
- Promoting a sense of belonging
- Meeting diverse individual needs

- Offering services that promote successful integration, where integration is defined as "the ability to contribute, free of barriers, to every dimension of Canadian life – economic, social, cultural and political" (p.9).

Canadian researchers have determined welcome-ability using a number of methods which include:
1. Conducting large-scale surveys of public attitudes (see Esses et al. 2014, p. 46 for a call for such a survey)
2. Conducting structured interviews with Opinion Leaders (Tossutti & Esses 2011)
3. Pulling data from pre-existing data sets (namely, Canadian Census and Canadian Community Health Survey) to understand economic social and health determinants (Ravanera, Esses, & Fernando 2013)

These welcome-ability measures have the potential to play an important role in assessing an important long-term outcome of LIPs and of welcoming communities as they help determine the quality of immigrants welcome and the areas in need of attention (Ravanera 2012). According to IRCC Policy Analyst K. Burr (2015): the role of LIPs in supporting the settlement and integration of immigrants includes: (1) Increasing engagement of local stakeholders in newcomers' integration process(es); (2) Supporting community-level research and planning; and (3) Improving coordination of services.

From a review of this literature, the research team identified welcome-ability as an important theme and promising practice. Therefore, it is important to establish baseline data (a reading or measurement) of Chatham-Kent's welcome-ability so that CK LIP can help facilitate growing welcoming with other communities and LIP initiatives over time.

Why is Welcome-ability Important to Chatham-Kent?

The Municipality of Chatham-Kent submitted a successful *Community Partnership Settlement Plan* to IRCC which designated Chatham-Kent as an official 'Welcoming Community' for all newcomers and refugees in September, 2016. Chatham-Kent became the first community in Canada to receive this national designation.

According to Esses and Ravanera (2017), welcome-ability has become important to government bodies because of a(n):
- Increasing focus on regionalization and flows to new destination communities require a better understanding and targeting of key characteristics of a welcoming community
- Growing awareness that more attention needs to be paid to communities' receptivity to newcomers and the long-term integration of immigrants
- New forms of migration and increased diversity of migrants require an increased focus on community receptivity

Welcome-ability measures and initiatives are not just the focus of government bodies but other regional bodies. For example, the following initiatives were recently featured at the last Pathways to Prosperity conference (November 2017) concerning welcome-ability:
1. The Atlantic Immigration Pilot which is an innovative program designed as a collaboration between IRCC and the Atlantic Provinces to address labour gaps in this region. The success of

this program depends on the employers' active participation in the settlement and integration process of their employees.

2. The Welcome Campaign of the London & Middlesex Local Immigration Partnership is currently underway to engage the community in undertaking and recording acts of welcome that will make newcomers feel more at home and help combat racism and discrimination.

3. The National Francophone Immigration Week is an initiative to promote, demonstrate, and celebrate the contributions of French-speaking newcomers, coordinated by the *Fédération des francophones et acadienne du Canada* and the *Réseaux en Immigration Francophone* across the country

Importantly, these initiatives explore how stakeholders, namely, employers, the public, and other *Réseaux en Immigration Francophone* (RIFs) and LIPs, become crucial figures in the creation of welcoming communities.

Past measurements of Chatham-Kent's Welcome-ability

As mentioned above, there are a number of ways to calculate and determine welcome-ability of a Census Metropolitan Area (CMA). These include the use of both quantitative (for example, using past data sets) or qualitative data (for example, conducting large public opinion polls or hosting in-depth interviews with Opinion Leaders). To date, few CMAs or LIPs have conducted their own study on welcome-ability in their community. Instead, researchers from P2P have conducted studies across CMAs to provide insight as to welcome-ability at a provincial level.

The majority of this welcome-ability work was completed in 2013 and 2014 with reports on findings coming out as recent as November 2017. These analyses use largely quantitative data from the last mandatory Census in 2006 (in addition to other concurrent sources). Although this data is now 10 years old, it is the most up-to-date data available and has been used in the most recent analysis of welcome-ability[1]. Future studies of welcome-ability are currently in the design phase from the P2P Partnership. Despite these limitations, the research that has been conducted to date is a useful insight into Chatham-Kent's level of welcoming from an objective, third-party perspective.

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[1] The 2011 National Household Survey (NHS) is not considered to be as valuable a data resource to draw information from, due to the change in the data collection methodology from a mandatory to voluntary survey. This change in methodology resulted in a significantly higher non-response rate from Canadians (called the Global Non-Response rate or GNR). For example, Chatham-Kent's non-response rate in 2011 was 22.7% versus the 5 – 10% in 2006 Census or 4.9% in 2016 Census (Statistics Canada, 2013, 2017b). It should be noted that the 2006 GNRs were provided using a range, that is, CK's GNR represents the rate of non-response for both short and long form censuses. In comparison, the national GNR for the 2011 Census was 26.1% versus the 6.5% for 2006 and 4.1% for the 2016 Census (Statistics Canada, 2017b).

Due to these and other breaks with typical sampling practices, for example the NHS did not sample individuals living in collective dwellings (lodging or rooming houses, hotels, nursing homes, hospitals, staff residences, jails, etc.) or persons living abroad, the Census and NHS represent two different populations (Edwardh, 2013). On account of this, one cannot establish reliable trends using the 2011 NHS survey as a comparable.

In addition to these caveats concerning data collection, it should also be noted that census data (either the mandatory Census or NHS surveys) typically collects fewer responses from certain population groups including Indigenous peoples, newcomers, visible minority groups, as well as high and low income earners (Edwardh, 2013).

Esses and Ravanera (2017) studied welcome-ability using location quotients to determine welcome-ability across various Census Metropolitan Areas (CMAs). Location quotients reflect the value for economic, social, and health indicators (see below) that were combined and then contrasted against similar values for the whole province of Ontario, using the 2006 Census data.

CMAs were ranked according to 13 indicators roughly slotted among four dimensions: economic, health, service, and social indicators:
- Examples of data pulled to determine a CMA's economic indicators included: employment rates, mean after tax income for immigrants, monthly median household income not spent on rent, etc.
- Examples of data pulled to determine a CMA's health indicators included: percentage of immigrants with regular doctors and access to regular doctors as a comparison between the immigrant and non-immigrant population
- Examples of data pulled to determine a CMA's service indicators included: municipal features and services to immigrant needs, and the number of 211 services (211 Ontario is a telephone helpline and website that provides a gateway to community, social, non-clinical health and related government services) available in the CMA.
- Examples of data pulled to determine a CMA's social indicators: index of population diversity, sense of belonging – immigrants, and a comparison of sense of belonging between immigrants and non-immigrants.

Using quantitative data from the 2006 Census, the 2008 Canadian Community Health Survey, and services available through Ontario 211, Chatham-Kent's welcoming was ranked below the provincial average; Chatham-Kent ranked 20th among other CMAs (seen as LIPs in Figure 12) in Welcome-ability.

Figure 12 – Welcome-ability Index: Ontario LIPs Using Location Quotients (Esses & Ravanera, 2017)

LIPs	Score	LIPs	Score
Peel Region	14.221	Thunder Bay	12.042
Smith Falls	13.788	Northwestern Ontario	12.005
Toronto	13.779	Simcoe County	11.827
York Region	13.345	Hamilton	11.763
Ontario	13.000	Chatham-Kent	11.588
Greater Sudbury	12.861	London & Middlesex	11.549
Waterloo Region	12.831	Peterborough	11.518
Halton	12.735	Renfrew & Lanark	11.463
Kingston	12.640	Sarnia-Lambton	11.330
Ottawa	12.472	Grand Erie	11.314
North Bay	12.310	Timmins	11.061
Quinte	12.304	Huron County	10.575
Durham Region	12.233	Five Eastern Counties	10.515
Guelph-Wellington	12.125	Leeds & Grenville	10.411
Sault Ste. Marie	12.070	St. Thomas-Elgin	10.390
Windsor-Essex	12.062	Niagara	10.296

The use of economic, social, and health welfare of communities as variables (or indicators) of welcome-ability is well-established by researchers working with LIPs to determine social cohesion and integration of immigrants. See below for further discussion of what aspects create community welcome-ability.

In another study to determine overall welcome-ability, Ravanera, Esses, and Fernando (2013) weighted the economic, social, and health dimensions variously. They used weights of 50% for the economic, and 25% for each of the social and health domains; that is, they made the economic dimension twice as important as social and health indicators. The researchers stated that the economic dimension was assigned a greater weight because studies of welcome-ability (as well as on integration/cohesion or inclusion/exclusion) focus on this dimension due to its foundational nature in society to support social togetherness and (health) welfare.

Using a structural equation model (2008–2013 data), Ravanera, Esses, and Fernando (2013) ranked Chatham-Kent's welcome-ability as 29 out of 45 CMAs (see Figure 13 below).

The researchers found that in general, welcome-ability of Ontario LIPs seemed to radiate from the top 5 most welcoming regions. It appears that areas which are geographically close often cluster in rankings – the exception for western Ontario being Windsor which ranked 9th overall. However, Sarnia-Lambton (20), and London-Middlesex (22), and St. Thomas-Elgin (36) are relatively close in rank to Chatham-Kent (29).

Chatham-Kent ranks well in Health (17th overall), but poorly in both Economic (34th) and Social (36th) indicators. Ravanera, Esses, and Fernando (2013) used the 2006 Census and the 2008 Canadian Community Health Survey to determine these rankings and therefore, similar indicators. In addition to the types of indicators used above, the following additional indicators were used to determine economic, social and health rankings:

Economic: low income ratio among immigrants, percentage of immigrants renting homes, ratio of dwelling value to median household income
Social: percentage of visible minorities among immigrants, percentage of immigrants in the community, number of immigrants per 211 service.
Health: percentage of immigrants who perceive barriers in improving health, percentage of immigrants rating health care in the community as good or excellent, immigrants' perceived health on a scale of 100.

Such indexes and indicators highlight potential areas of focus for Chatham-Kent moving forward. It should be noted however that neither of the above measures of welcome-ability included political or cultural factors. Further, the above measures used only quantitative analysis to determine welcome-ability which, as is further described below, is only half the picture.

Figure 13 –Exponential scores and ranks for each domain, and the overall welcome-ability index and rank

Local Immigration Partnership	Economic Score	Social Score	Health Score	Economic Rank	Social Rank	Health Rank	Welcome-ability Index	Index Rank
York Region	0.58	7.59	2.00	1	14	4	2.69	1
Peel Region	1.52	5.16	3.00	3	10	6	2.80	2
North Etobicoke, Toronto	4.05	2.49	6.34	8	5	12	4.23	3
Durham	2.00	9.62	4.05	4	17	8	4.42	4
North York East, Toronto	8.24	3.00	1.04	15	6	2	5.13	5
North West Scarborough, Toronto	1.04	0.58	18.46	2	1	27	5.28	6
Halton	3.00	15.38	0.58	6	24	1	5.49	7
Guelph - Wellington	4.60	16.35	4.60	9	25	9	7.54	8
Windsor - Essex	5.74	11.89	12.71	11	20	21	9.02	9
South Scarborough, Toronto	2.49	1.04	30.22	5	2	35	9.06	10
Ottawa	16.35	6.95	1.52	25	13	3	10.29	11
Waterloo Region	11.89	12.71	7.59	20	21	14	11.02	12
Eglinton East - Kennedy Park, Toronto	13.56	1.52	16.35	22	3	25	11.25	13
Simcoe County	3.52	24.97	23.49	7	32	31	13.87	14
Hamilton	18.46	14.45	15.38	27	23	24	16.69	15
Grand Erie	6.34	28.31	26.57	12	34	33	16.89	16
Niagara	11.11	19.60	28.31	19	28	34	17.53	17
Kingston	22.11	17.38	13.56	30	26	22	18.79	18
South West Scarborough, Toronto	30.22	3.52	11.89	35	7	20	18.96	19
Sarnia - Lambton	12.71	34.68	17.38	21	37	26	19.37	20
Black Creek, Toronto	32.32	4.60	8.24	36	9	15	19.37	21
London - Middlesex	24.97	13.56	14.45	32	22	23	19.49	22
Renfrew & Lanark	6.95	44.08	24.97	13	40	32	20.74	23
East Toronto	34.68	5.74	10.35	37	11	18	21.36	24
North Bay	15.38	20.82	37.35	24	29	38	22.23	25
Quinte	8.92	23.49	48.54	16	31	41	22.47	26
York South-Weston, Toronto	37.35	6.34	11.11	38	12	19	23.04	27
Central South Etobicoke, Toronto	40.43	10.35	5.16	39	18	10	24.09	28
Chatham - Kent	28.31	32.32	9.62	34	36	17	24.64	29
Greater Sudbury	26.57	26.57	19.60	33	33	28	24.83	30
Thunder Bay	14.45	40.43	32.32	23	39	36	25.41	31
Don Valley, Toronto	48.54	4.05	2.49	41	8	5	25.91	32
Five Eastern Counties	5.16	18.46	76.27	10	27	44	26.26	33
Peterborough	10.35	30.22	54.30	18	35	42	26.30	34
Leeds & Grenville	9.62	54.30	44.08	17	42	40	29.41	35
St.Thomas-Elgin	19.60	62.41	22.11	28	43	30	30.93	36
West Downtown Toronto	54.30	8.24	8.92	42	15	16	31.44	37
Northwestern Ontario	7.59	48.54	62.41	14	41	43	31.53	38
Smith Falls	44.08	22.11	20.82	40	30	29	32.77	39
Lawrence Heights, Toronto	62.41	8.92	6.95	43	16	13	35.17	40
Sault Ste. Marie	17.38	90.00	34.68	26	45	37	39.86	41
East Downtown Toronto	76.27	2.00	5.74	44	4	11	40.07	42
Huron County	23.49	76.27	40.43	31	44	39	40.92	43
Timmins	20.82	37.35	90.00	29	38	45	42.25	44
Bathurst-Finch, Toronto	90.00	11.11	3.52	45	19	7	48.66	45

The Whole Picture of Welcome-ability

Importantly, depending on the index used and how welcome-ability is determined, Chatham-Kent is less welcoming for different reasons. As seen in Figure 13, Chatham-Kent has good health services but needs improvement in the economic and social services. It should be noted that all domains are inter-related, that is, higher scores in one index will enhance others, and vice versa.

Further, a CMA's welcome-ability ranking varies depending on the variables used to calculate the welcome-ability. While the above research described uses economic, social and health data, welcome-ability by definition also includes political and cultural dimensions (Esses et al. 2014).

Immigrant's political integration is difficult to measure (Jedwab & Soroka, 2014). The authors identify voter turnout, membership in political organizations, and policy as aspects of political integration (10). In the same report on indexing immigrant integration, Dasko (2014) highlights the following indicators when trying to determine political or civic integration among immigrants:
1. citizenship rate
2. voted in recent election(s)
3. membership in organizations
4. follow national/local Canadian media

However, only some of the above indices are systematically collected.

With regard to cultural integration, Dasko (2014) argues that such measures should include one's:
1. ability to speak the majority language (English or French)
2. feeling of belonging to a community, province or Canada
3. non-immigrant friends and colleagues
4. intermarriage

Dasko goes on to argue that "when measuring cultural items, we must always be clear that we are not measuring the decline of ethnic characteristics (such as immigrant languages, or having immigrant friends, for example), but rather we are measuring the adoption of majority behaviours. The concept of integration assumes that people and groups can maintain immigrant identities while becoming part of majority society" (2014, p. 19).

To date, London-Middlesex LIP is one of the few CMAs to conduct a survey of local opinion leaders to better understand the following:
- their level of interest in immigration
- their views on the advantages and disadvantages of immigration and cultural diversity
- their perceived capacity to meet program and service needs to respond to demographic changes

This sheds light on the demographic make-up of opinion leaders versus the community diversity. Such a study outlines the "receptivity to immigration and diversity in urban centres about which very little is known, as well as policy recommendations that support the development of welcoming communities" (Tossutti & Esses, 2011, p.2). Such a study would provide a more in-depth understanding of immigrants'

perceptions of integration and welcoming, and, a deeper insight into the perceptions and importance of immigrant integration and community-wide social cohesion where integration is a 'two-way' process.

From the literature of other LIPs and Welcome-ability, focusing key priorities on health, social and economic integration will ensure Chatham-Kent continues to enhance its welcoming status and follow the trend of other LIPs and the IRCC's priorities to provide measurable indicators as to the welcoming and integration of newcomers to local communities.

Chatham-Kent Labour Market Analysis

Chatham-Kent's economy continues to benefit from positive trends in several local labour market measurements. CK's annual average unemployment rate in 2017, for instance, fell for the fourth consecutive year to 6.3% - nearly a 50% reduction from 2009's rate of 12.2%. Looking comparatively at neighbouring municipalities' 2017 numbers, CK sits between Windsor-Essex (6.1%) and Sarnia-Lambton (7.3%). The lowest monthly rate in 2017 in CK occurred in November and December at 5.1%, while the highest was 7.1% in March. (Metro Economics, Feb 2018)

Other metrics point to some of the Municipality's ongoing challenges, such as the available labour force (those working and actively seeking work) which in 2017 measured 50,800 people, compared to the most recent peak of 62,500 in 2006 (Statistics Canada CANSIM Tables 282-0134 and 282-0002). Mirroring Chatham-Kent's declining and ageing population, this has left many employers experiencing difficulty in filling some job openings. According to the Chatham-Kent Workforce Planning Board's *2017 EmployerOne Survey*, 57% of 284 responding businesses indicated they had a hard time filling positions. The top three reasons given for these difficulties were (1) not enough applicants; (2) lack of motivation, attitude, or interpersonal abilities; and (3) lack of qualifications.

Looking at 2017's local employer statistics, Chatham-Kent's overall number of employers across all industries and organizations totalled 9,445, down slightly from 2016's total of 9,507 (Canada Business Patterns, Dec. 2017). Just over 6,000 individuals reported as self-employed, with farming being the highest indicated category at 1,375. The top employing industries in CK in 2016 were:

- Manufacturing (6,455)
- Health Care and Social Assistance (6,165)
- Retail Trade (5,610)
- Agriculture, forestry, fishing and hunting (3,795)
- Accommodation and Food Services (3,375)
- Construction (3,285)

Review of Settlement Service Providers

The settlement service providers that provide services to residents in Chatham-Kent include the following organizations:

Settlement Service Provider	General Services Offered
Adult Language and Learning	English as a Second Language (ESL), Immigrant Settlement and Adaptation Program (ISAP), Language Instruction for Newcomers (LINC), Literacy Basic and Essential Skills, Immigrant Youth Services, Pre-Employment Programs, Support Services – Childcare, Diversity Training
Collège Boréal	Settlement Services, Needs Assessment, Referrals, Information Sharing, Employment Services, Workshops
Windsor Women Working with Immigrant Women	Employment, Childcare, Language, Settlement, Mental Health Support, Youth Programs, Senior Programs
South Essex Community Council	Settlement Services, Language Training, Literacy & Basic Skills, Community Connections, Employment & Training Services
Centre Communautaire Francophone Windsor-Essex-Kent	School Settlement Workers, Youth Center, Francophone Settlement, Social and Cultural Activities

Primary Data Collection

The purpose of our primary data collection was to:

- Understand settlement service needs and integration challenges of newcomers to Chatham-Kent
- Understand what services were available, the impact of CK LIP and the implementation of settlement services from the perspective of representatives from settlement organizations

Tools:

- Focus Groups: Discussion Guide/Consent Forms/Letter of Invitation
- Resources: Expert Facilitators, Interpreters, and Recorder
- Logistics support: Adult Language and Learning coordinators and instructors, Ridgetown faculty and staff, and community partners

Focus Group Discussions (FGD)

As mentioned above, the 2012 research conducted on behalf of the CK LIP identified potential research participants according to the largest newcomer and immigrant groups represented in the community; these groups included: (1) Permanent Residents who were Anglophones and/or Francophones; (2) second or third generation Low German immigrants; and (3) Temporary Foreign Workers/Migrant workers (identified as Mexican, Caribbean, or Thai workers).

Due to the timing of this 2018 project (over the winter months), the focus on particular communities in the last research endeavor, and recent newcomers trends (for example, welcoming Syrian refugees in 2017), the 2018 research team identified a different target population for their focus group discussions.

For this data gathering effort, the research team chose potential FGD participants using immigration categories that reflected the contemporary target integration population and CK's retention policies. Each FGD was sourced through networking with CK LIP Council members and community groups to attract participants. Each session was approximately 1 hour in length and the goal of the focus groups was to identify benchmarks concerning: perceptions of newcomer integration, areas of success concerning newcomer integration and community welcoming, areas of improvement among settlement service providers and newcomers using local settlement and integration services.

The classes of immigrants were selected prior to the release and analysis of the Chatham-Kent demographic information being made available. The selected classes of immigrants included in the research are the following: Economic Immigrants, Refugees, Temporary Foreign Workers, and International Students. Despite a significant increase of Family Sponsored Class immigrants to Chatham-Kent (according to the 2016 Census), the research team was unable to conduct focus groups with this population. As a result, the research team recommends that CK LIP conducts FGD with Family Sponsored Class in the upcoming year (April 2018 - March 2019).
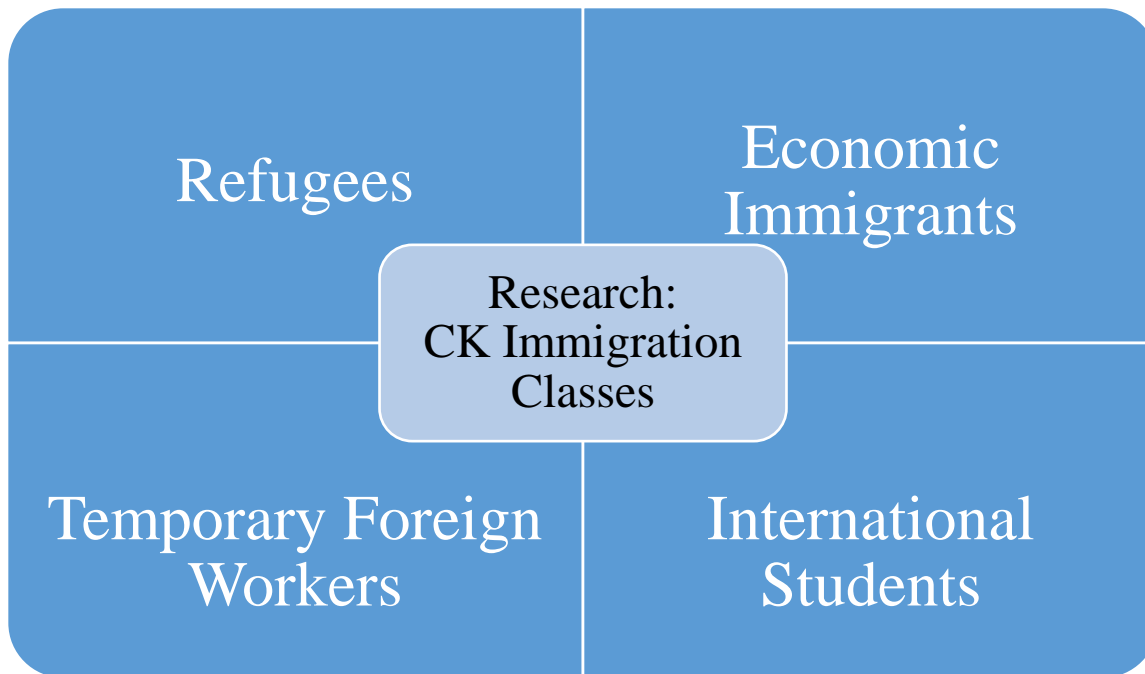
Immigrant Classes Examined: Definitions

Economic Immigrant: A category of immigrants selected for their skills and ability to contribute to Canada's economy. Economic Class immigrants include skilled workers, provincial and territorial nominees, business immigrants, Quebec skilled workers and Canadian Experience Class members, and their spouses and dependants. (CIC, 2017)

Refugee: A person who owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it (CIC, 2017)

Temporary Resident (temporary foreign workers and international students): A foreign national who is in Canada legally for a short period. Temporary residents include students, (temporary) foreign workers and visitors, such as tourists. (CIC, 2017)

Economic Immigrant Focus Group Discussion

Participants Profile: The research team held one Focus Group Discussion (FGD) with Economic Immigrants. This focus group included four participants who had lived in Chatham-Kent from <1 year to 15 years. The meeting was held at the CK LIP office (Park Avenue Business Centre).

FGD Findings (with selected quotes):
- CK is a great place for families to live *("this a great safe place to raise a family")*
- There are investment opportunities for future businesses *("CK is good place for new business as the infrastructure is here")*

- There is a need to promote the community more *("The community needs to promote/advertise more that CK is a place to invest and live to attract more newcomers")*
- There is a need to promote CK services more *("We have services as newcomers, we are happy when we find them, but a lot of times we stumble upon them"; "We don't see advertising of the available services")*
- CK needs to be more proactive with newcomers to inform them of available services *("When someone comes here...there's a gate, once they get through the gate, things become more streamlined")*
- Create a welcome package for all newcomers to highlight areas of service to centralize the information *("It would be helpful to have one welcome package to explain different resources in the community...I have haven't seen that here")*
- Develop more organized networks to create social opportunities *("When we first come here, try to connect us with the rest of community"; "you need to make yourself feel welcomed")*
- Transportation is limited *("When I was offered an employment opportunity, the first thing I did was check the website and I found no bus services...I thought no, I can't move there")*
- It is important from their perspective that the community of CK understands that immigrants add to the economy *("People don't know the benefits of having immigrants in their community...we aren't all here to steal jobs, but can be here to start a business and push the economy")*
- Participants experienced incidents of poor service/rude comments *("I don't like to say this, but we can be faced with rude comments because we have accents....some people insult you and assume you are not educated")*

Refugee Focus Group Discussion

Participants Profile: The research team held one FGD with Refugees. This focus group included six participants, all of whom were Privately Sponsored Refugees[2] (PSRs) and who had lived in Chatham-Kent from < 6 months up to 14 months. Logistics and interpretation services were provided by Adult Language and Learning where the session was held.

FGD Findings (with selected quotes):
- The CK Community is very friendly and welcoming overall *("my country is war, here is safety"; "I would give it a 100 out of 10 for how welcoming Chatham-Kent has been")*
- CK neighbours tend to be helpful and supportive *("My neighbours are like family to us")*
- There was a strong sense of loyalty to the community *("I have no reason to ever move from Chatham-Kent" ; "Even when my sponsorship ends, I will stay here")*
- Refugees appeared to rely heavily on Sponsorship Agreement Holders (SAHs) *("My sponsor has helped me with everything, from transportation, education, and health"; "I just love my sponsor")*
- There is limited access to culturally diverse foods *("I have to drive to Windsor or London for Halal food")*

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[2] Privately Sponsored Refugees are defined as a person outside Canada who has been determined to be a Convention refugee or member of the Country of Asylum class and who receives financial and other support from a private sponsor for one year after their arrival in Canada. Private sponsors are Sponsorship Agreement Holders (SAHs), Groups of Five or Community Sponsors (CIC, 2017b).

- Learning English is seen as a challenge *("It's been a struggle to learn English while working full-time and trying to attend English classes")*
- Employment challenges exist such as the perception that two years of Canadian experience is required and minimum of high school education needed *("Every employer, including factories needs 2 years of Canadian experience and high school education")*
- There are a lack of networking opportunities for social and employment connections *("I have never been introduced to any networking events or job fairs")*
- Refugees noted a variety of services they accessed in the community beyond settlement agencies, including libraries, banks, churches, and schools
- Limited transportation options – many refugees had to carpool with their SAHs

Temporary Foreign Workers

Participants Profile: One FGD was conducted at Adult Language and Learning Centre with Temporary Foreign Workers with nine participants, including members from the two largest TFW communities in CK, Thai and Spanish-speakers. The length of stay for the workers ranged from <6 months to two years. Logistics and interpretation services were provided by Adult Language and Learning.

FGD Findings (with selected quotes):
- TFWs identified CK healthcare services as accessible *("Public Health has provided everything I need for myself and my children"; "The hospital has been very helpful")*
- TFWs recognized CK as an overall safe and welcoming community *("I can go anywhere in Chatham and feel safe, even when it's late at night")*
- Participants suggested more organized social activities *("It would be nice to have more activities to do to get more people involved"; "I usually leave on the weekend to other cities to do fun things")*
- Participants experience employment challenges *("Nobody will hire you without two years of Canadian work experience")*
- Participants identified the recognition of credentials and licensing requirements as a challenge *("it would be nice if people can use their experience/education from back home to use here in Canada and not have to start over again.")*
- Participants experience childcare waitlists and limited daycare hours (specifically early mornings, and late evenings)
- Participants wanted to inform the general community that TFWs contribute positively to the economy (*"we come here for work...we are hard workers, we work hard to provide for our families")*

International Student Focus Group Discussion

Participants Profile: One FGD was held with 3 International Students at University of Guelph, Ridgetown Campus. The length of time that all of the International Students have lived in Chatham-Kent was 1.5 years.

FGD Findings (with selected quotes):

- Transportation was highlighted as an issue *("Urban transportation is limited in the smaller communities outside of Chatham")*
- International students identified limited access to health services outside core of Chatham, no direct billing methods available for payment *("We don't have a lot of health services in Ridgetown and need to visit Chatham for most services"; "Medical procedures can be very expensive and we have to pay out of pocket for service fees….it is very expensive")*
- International students thought there to be a lack of social community connections
- Students see the need for more education of cultural differences to celebrate diversity *("People are often times not aware of various cultures…as an example, different foods or holiday celebrations")*
- International students identified a limited access to cultural foods *("We only have one main grocery store in town with limited food variety.")*
- Participants suggested to celebrate success stories of newcomers to see how they are vital to community
- International students expressed a willingness to remain in CK after graduation if a job opportunity exists

Comparison of Focus Group Discussions (2012 and 2017)

To include a comparative perspective from Focus Groups Discussions with local immigrants and community service workers, held on behalf of CK LIP in 2012 (Patel & Zhang, 2012), the following findings are presented in a combined manner as feedback was collected with different participant groups:

Similar Findings:

- Predominantly expressed the importance of language training and the lack of flexibility with language training offerings/options
- There are significant employment barriers, specifically with recognition of qualifications, Canadian experience, and that the accreditation process is cumbersome and time consuming
- There is a lack of services in CK for mentoring or professional networking
- The need for more community social events to increase the sense of belonging
- Securing childcare can be difficult and limited in CK, especially for extended hours (early morning, evenings, weekends)
- Transportation still remains a challenge, especially to those that live outside of the city of Chatham

New Findings:

- There was an overwhelming suggestion for the increase of awareness/advertising of available newcomer services
- To continue to educate the community of the value that immigrants bring to a community and to share immigrants' success stories

Survey Data Collection

Chatham-Kent Diverse City Party: Community Feedback (Questionnaire)

CK LIP partnered with United Way of Chatham-Kent to support the Second Annual Chatham-Kent Diverse City Party on October 21st, 2017 in Blenheim, Ontario. The intention of this event was to raise cultural awareness and celebrate diversity through food and performance. Feedback was collected from 37 attendees, both immigrant and Canadian-born, to gauge public opinion and suggestions for creating a more welcoming community for newcomers.

The Question Asked: "What can the community of Chatham-Kent do to help newcomers feel more welcomed?"

Research has provided a list of characteristics that best describe a Welcoming Community. These characteristics included fostering social capital and positive attitudes toward Immigrants, cultural diversity and the presence of newcomers in the community, among other features (Esses et al. 2010, p.6). The below feedback was grouped into two general categories, that of social and employment. In total, the vast majority of comments featured a *Social* element, while *Employment* featured secondarily.

See below for examples of comments collected from the CK Diverse City Party:
- Feedback related to Social themes – (97% of comments)
  - "Host more social events to bring together people"
  - "Offer opportunities to learn more about other cultures"
  - "Reach out to newcomers a little more often"
  - "Help them integrate from the day that they arrive, with welcome packages, information sessions, and awareness programs in schools"
  - "Education is key. Create opportunities to showcase individuals and groups"
- Feedback related to Employment themes (3% of comments)
  - "Create job and networking opportunities"

With the nature of the venue where the information was collected, it is not surprising that many indicated the need for more cultural events, focusing on the social aspects of integration and welcoming.

Further, there is a growing recognition of the connection within and between individuals' social networks, the value of social contacts and connections, and their impact in other areas of immigrant integration; namely, employment, integration, and emotional well-being.

CK LIP Council Survey

CK LIP Council members completed a survey, the aim of which was to provide direction on the overall areas of focus for future work. The survey collected 14 full responses which ranked priorities based on existing CK LIP priorities and objectives. The survey was structured using a rating scale of 1 (is not a priority) – 3 (should be prioritized). Based on the responses collected, the following are deemed as areas of focus.

Table 5 – Welcoming Community Objective

Priority	"Should be prioritized"	Percentage (%)
Improve cultural awareness and cultural sensitivity	11	69%
Promote Chatham-Kent as a welcoming community	9	56%
Increase newcomers' access to services	6	38%

Of the three priorities presented, improving cultural awareness and cultural sensitivity was deemed the most important.

Table 6 – CK LIP Long-Term Objectives

Priority	"Should be prioritized"	Percentage (%)
Improve awareness of the social and economic benefits of newcomers to the Chatham-Kent community	8	57%
Improve the integration of newcomers by increasing awareness of and access to available resources and services	6	43%
Pursue sustainability options for the CK LIP by identifying collaborative partnerships and funding opportunities	3	21%
Increase awareness CK LIP initiatives	2	14%

Of the four priorities presented from CK LIP's Long-Term Objectives, combating myths around immigration (for example, improving awareness of social and economic benefits of newcomers to the wider community) and increasing integration through better communication of resources were selected as top priorities. These findings echo the overall themes taken from focus group respondents.

Table 7 – CK LIP Priorities

CK LIP Priorities	"Should be prioritized"	Percentage (%)
Increase awareness around positive contributions of newcomers to employers/public	9	64%
Fill gaps in data of newcomers/immigrants in Chatham-Kent and services available	9	64%
Increase awareness of services for newcomer settlement	5	36%
Identify current Partnership Council members and invite new members who can serve as experts on particular funding programs and streams	5	36%
Reach out to new stakeholders in the community to promote Partnership Council Engagement & Growth	4	29%

Of the nine CK LIP Phase 4 priorities (CK LIP is currently entering the second year of Phase 5 which continued to build upon Phase 4 priorities), increasing awareness around the positive contributions of newcomers and filling gaps in services available to newcomers come through as the most important features of these priorities.

Table 8 – Municipal Priorities - CK Plan 2035

Municipal Priorities - CK Plan 2035	Should be prioritized	Percentage (%)
Our community provides access to supports, such as: housing, healthy food, transportation, health services, recreational activities, education and opportunities to connect	12	86%
Our community strengthens culture in communities and maintains programs to recruit and retain residents	10	71%
Our community promotes cultural engagement, inclusion and a culturally diverse community	8	57%
Our community promotes accessibility for all ages and abilities	4	29%

CK LIP Council members' identified the top priority from the CK Plan 2035 being that our community provides access to supports, such as: housing, healthy food, transportation, health services, recreational activities, education and opportunities to connect.

Online Survey to Settlement Services

An online survey was distributed to various CK LIP partners and organizations in Chatham-Kent. These organizations provide services or come in contact with immigrants. In line with calls from IRCC and LIP partners to collaborate and share resources (Conway, 2017; Esses et al. 2014), the online survey was

developed using LMLIP's survey design and questions that led to their Community Capacity and Perceptions of the LMLIP Report (2016). Disseminating online surveys through known partners and local networks also followed LMLIP's approach to collecting this data. Despite following these promising practices, the CK LIP survey only yielded 6 responses.

While these findings are not comprehensive or conclusive, they do provide an insight into: the kinds of services available in the local community, CK LIP partners' perceived anticipated outcomes of their programs and services and, the impact of CK LIP on organizations and the wider immigrant and non-immigrant community. Below is an overview of the findings collected through this online survey.

Service Categories
Of those respondents, the mentioned services provided in Chatham-Kent were:
- Employment Assistance
- Community Connections
- Education & Training Services
- Recreation
- Language Training

Partners' Anticipated Outcomes
When asked, "What are the anticipated outcomes of your current service(s) for immigrants?" Participants listed the following responses:
- Integration
- Stronger labour force
- Job fit based on skills/education
- Newcomer making informed decisions
- Civic inclusion and engagement
- Improved access to education.

When looking ahead at creating new programs for immigrants, numerous respondents indicated that they had plans to develop new programs for Chatham-Kent immigrants. Respondents mentioned the following as target populations for future programming:
- Vulnerable women
- Youth
- Francophone community

Effectiveness of CK LIP
To assess the overall effectiveness of the CK LIP Council, the survey included a series of questions to rate the impact of efforts to assist the immigrant population and community stakeholders. This review suggests the following CK LIP strengths and opportunities:

Strengths of CK LIPs Impact
The following categories were rated a 6 or higher (on a scale of 1-7):
- CK LIP is relevant to the work going on in the community to support immigrants

- CK LIP has changed the way in which services for immigrants are delivered in Chatham-Kent
- Sufficient awareness of the activities of CK LIP exists
- CK LIP has changed the extent to which Chatham-Kent is a welcoming community for immigrants

Opportunity for CK LIP

This survey also gave the opportunity to discuss areas for improvement with CK LIPs impact. Only one area stood out, with an average rating of 3.8 (on a scale of 1-7):

- The extent that organizations have changed delivery of services in response to the strategic planning and activities of the CK LIP

This area for improvement can be seen as an opportunity for CK LIPs future action plan to have more tangible and measurable outcomes. By having more tangible and measurable outcomes, it could result in organizations increasing their capacity while adopting CK LIPs promising practices.

Distilled to the most poignant points, our surveys, and FGDs pointed to the following important findings:

- Newcomers struggle with finding meaningful employment and available services – the extent to which this is variable depends on the supports in the community. This falls in lines with findings from the 2012 FGDs (Patel & Zhang, 2012, p.25).
- Most newcomers find CK welcoming however, a look below the surface shows that this is a variable experience (CK is welcoming for some immigrants, and not for others)
- Newcomers have identified a need for more social inclusion by way of social events or networking opportunities
- Many newcomers expressed a need to increase the services to support accreditation and licensing
- By and large, most newcomers and immigrants struggle with the lack of transportation options in Chatham-Kent
- Of those organizations surveyed, CK LIP partners did not find the 2012 Local Settlement Strategy translatable to their own strategic plans, goals, and outcomes
- Falling in line with other LIPs and calls from the IRCC, CK LIP needs to craft better articulated and measurable indicators concerning their short and long term outcomes

With these findings, the research team advocates the use of a welcome-ability framework to create a more focused plan to address some of the gaps outlined by our immigrant participants and service partners so that we can make meaningful progress against identifiable metrics. The latter goal (of creating measurable indices) is of importance for LIP but also for the future retention of immigrants.

Recommendations

1. Adopt a more focused action plan with measurable indicators around selected welcome-ability dimensions including Health, Social, and Economic factors

In 2016, David Kurfurst, Director of Evaluation with IRCC, highlighted the renewed need for Performance Measurement (PM) information to demonstrate outcomes and effectiveness. LIPs demonstrate PM data to IRCC through ongoing reporting, comprehensive program monitoring, and robust evaluations.

Examples of measurable indicators could include but is not limited to the following:
- Health: percentage of immigrants with regular doctors and access to regular doctors as a comparison between the immigrant and non-immigrant population
- Social: index of population diversity, sense of belonging – immigrants, and a comparison of sense of belonging between immigrants and non-immigrants
- Economic: employment rates, mean after tax income for immigrants, monthly median household income not spent on rent, etc.

Measurement challenges include difficulties around measuring indirect services, lack of available measurement tools and outcome data, and the time it takes to measure outcomes. IRCC's perspective of measuring welcoming communities and integration of newcomer's advocates that LIPs:
- Craft clear intended outcomes and expected results at the outset of program planning. Specifically they advocate the use of a systematic review of activities towards their intended goals, such as Theory of Change or Logic Models.
- Focus outcomes on clients'/newcomers' outcomes
- Use multiple lines of evidence and data sources (qualitative and quantitative evidence) to understand outcomes and impacts
- Seek out best practices and approaches while understanding that there is no one-size-fits-all measurement approach
- Set up a timeline to reflect, reassess and refine goals (see recommendation 3 below)

Chuong and Rashid (2015) recently evaluated LIP report and identified the following priority areas (not in ranking order):
1. Employment
2. Housing
3. Health and well being
4. Language skills and education
5. Community safety, and relationship with police and justice system
6. Civic engagement and political participation
7. Social support, community inclusion and engagement
8. Public transit

If the CK LIP were to prioritize activities and develop measurable indicators for economic (employment), social and health-related factors, factors that are found among priority areas of other LIPs, then CK LIP

would align with other LIP Councils and attend to the recent designation of Chatham-Kent as a welcoming community.

It should be noted however, that these areas of focus are only a starting point. While the authors of this report advocate that CK LIP focus on economic, social and health initiatives over the next 3 years (or until the next review of the Strategic Action Plan), it is the authors' hope that CK LIP Council will identify different focus areas from the above priority list, for example, civic engagement and political participation, transit, and perhaps housing.

One further note, the intention is not to ignore all activities outside those categorized as economic, social or health-related; instead, the intention is to develop benchmarks and measurable indicators around these and CK's welcome-ability, before mapping the next set of priority areas. Important in this recommendation is the creation of a feasible short- and long-term plan; The following recommendation also supports this goal.

2. **Task the LIP Council with developing metrics that will be accessible and distributed to the appropriate stakeholders. These metrics will be evidence-based, community-informed and doable.**

The research team identified the need to create more measurable indicators and identify a systemic plan to collect and disseminate metrics to CK LIP partners and government supporters. This report outlines some of the research associated with this approach.

The IRCC evaluation process is based on the Theory of Change developed for LIPs in 2013. Although it is an involved process, the Theory of Change can briefly be described as a set of beliefs that guide thinking about how and why a complex change process will unfold (Esses & Sainani 2015). In the 2013 Handbook for LIPs, IRCC advocates for the use of the Theory of Change model when preparing strategic action plans. The Theory of Change helps LIPs identify short, intermediate, and long-term goals to achieve their intended impact in the community. This framework works backwards from the desired outcomes (goals) to determine what interventions and activities need to happen to get there. This process helps planners identify specifics on how and why steps are being taken. This helps elucidate the rationale behind the decision making process. The use of specific indicators (measurements) to determine progress over time is extremely important as it allows stakeholders to understand what is being done, when, and its intended goals.

The following is an infographic of South Okanagan's Theory of Change model presented by (and shared with permission) Nora Hunt-Haft whose work was featured at the Pathways to Prosperity conference (2017).

Theory of Change

SOUTH OKANAGAN IMMIGRANT AND COMMUNITY SERVICES

SOUTH OKANAGAN SIMILKAMEEN LOCAL IMMIGRATION PARTNERSHIP

To increase the pace of social and economic integration for "newcomers" by 2020, we intend to increase the number of newcomers who are comfortable communicating in English by 10% and decrease the percentage of unemployed newcomers to 10%. A "newcomer" is a person between the ages of 20 and 50 that has landed in Canada in the last five years.
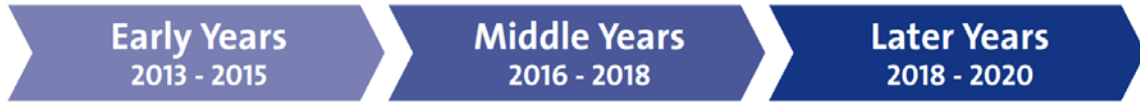
KEY ISSUES

GOALS

We will:

- Increase the availability of, accessibility to, and relevance of language training/practicum opportunities
- Support newcomers to develop and/or apply their knowledge, skills and abilities to match the region's work opportunities
- Ensure employers have the knowledge, skills and ability to find, hire and retain newcomers

Language is a significant barrier that slows the pace of social and economic integration for newcomers to the region

20% of newcomers are looking for work, while the local labour force is not growing fast enough to meet the needs of employers

KEY LEVERS

Aa

English proficiency

Newcomer readiness to work in the region

Employer readiness to find, hire, and retain newcomer talent

now HIRING

ACTIVITIES

We will:

- Establish an English proficiency and level of integration baseline
- Establish an employment baseline
- Increase the relevance and accessibility of language training
- Increase referrals for newcomers to English language training/support programs
- Connect employers to knowledge base on the benefits of and how to hire newcomer talent
- Connect newcomers to regional employment opportunities
- Connect employers to employment-ready newcomers that may match the employers' staffing requirements

OUTCOMES

+10%

SHORT TERM:

More sector-specific and conversational language training opportunities

LONG TERM:

By 2020, 10% more newcomers will be comfortable communicating in English

SHORT TERM:

More employers will access education and training about the benefits of hiring newcomers

Newcomers will receive more support for their job search

LONG TERM:

By 2020, newcomer unemployment in the region will be reduced to 10%

10%

MEASURES

10% more newcomers will:

- Report that they are more comfortable communicating in English
- Have completed workplace specific language training and/or practicum
- Demonstrate awareness of how to access career options in our region's growth sectors

10% more businesses will:

- Have onboarding programs for newcomers
- Participate in newcomer training and education opportunities
- Demonstrate awareness of the benefits of hiring newcomers
- Hire newcomers

Framework for Shared Measurement and Evaluation

Early Years 2013 - 2015	Middle Years 2016 - 2018	Later Years 2018 - 2020

Community Context

How supportive is our community?

We will measure and evaluate the socio-political-economic context of the project by recording changes in the community:

- Leadership
- Urgency
- Awareness
- Interest
- Support
- Perceptions

Method: Surveys + Interviews + Dialogue Circles

Immediate Outcomes

What progress are we making?

We will measure and evaluate the project's progress toward immediate outcomes in the areas of:

- Behavioural change (professional practices, individual behaviours)
- Systems change (funding flows, cultural norms, public policy)

Method: Shared Measurement System + Formative Evaluation

Impact

What difference did we make?

We will measure and evaluate the project's progress toward its long-term outcomes and impact, including:

- Intended impact to target population
- Unintended impacts to community

Method: Summative Evaluation

Ongoing throughout the life cycle of the project

Common Agenda — Shared Measurement — Mutually Reinforcing Activities — Backbone — Communication — Community Engagement

The Collective Impact Process

How well are we working together?

We will acknowledge and celebrate the Collective's progress, learning culture and capacity in achieving:

- The five conditions of Collective Impact
- A fully-engaged and participatory broader community

Method: Surveys + Dialogue Circles + Feedback + Reflection

Interpretation to Inform Decision Making

What are we learning and how can we improve the project's progress?

More information about the Theory of Change and South Okanagan's Promising Practices can be found on the Pathways to Prosperity website: Pathways to Prosperity 2017 Preconference for Local Immigration Partnerships and *Réseaux en Immigration Francophone*.

3. **To create a systemic measurement and review process to indicate CK LIPs progress and identify key priority areas for improvement**

In the section of [LIP and RIF: Strategies for Increasing Alignment and Collaboration and for Developing Performance Measurement Tools](#) (Esses et al. 2014) entitled *Suggested Strategies for How Community-Driven Measurement Tools Can Be Better Linked to CIC's (IRCC's) Efforts to Assess Progress and Success of the LIPs and RIFs, and in CIC's Development of Evaluation Instruments*, the authors suggested that a pool of common tools be developed for the LIPs and RIFs from which they would complete a small number of required core measures on a regular basis (annually or biannually) (2014, 37).

At a basic level, the performance measures must be:
1. Relevant (context-dependent)
2. Focused on targeted outcomes of LIPs and RIFs, and
3. Include both short and long term outcomes

In order to ensure LIPs are using a valid set of measures, they must:
1. Go beyond self-reported outcomes by LIP staff
2. Include qualitative and quantitative measures
3. Seek out various stakeholder perspectives including:
   a. LIP staff
   b. Individuals involved with governance activities of the LIP
   c. Representatives from the target groups
      i. Representatives from mainstream organizations
      ii. Anglophone *and* Francophone immigrants
      iii. Members of the community-at-large

Where available, LIPs are encouraged to:
- Use measures that have been previously validated
- Collaborate with disinterested third party researchers to ensure reliability and consistency to collect data
- Analyse large-scale pre-existing datasets to complement the primary data collection, and provide a picture of communities-at-large

How often? It is important to repeatedly monitor and measure LIP or RIF progress over time to examine the impact of the adjustments made to the partnership or its activities. These performance measures must be updated over time.

Suggested frequency:
- Short term outcomes (outcomes directly linked to activities) should be collected regularly (annually or biannually)
- Long term outcomes (every 3 – 5 years)

Closing the loop: Tying short and long term outcomes to a logic model
Short term outcomes feed into long term outcomes and – assuming these models imply a causal process –
will eventually predict longer term outcomes for newcomers and communities. Such analyses would
validate the processes that the LIPs and RIFs are using and suggest areas that require attention, emphasis
or alteration.

In the section entitled *Proposed Performance Measurement and Monitoring Tools,* the authors present a
suggested set of measures for initial measurements that would address many of the targeted outcomes of
the LIPs and RIFs.

Outcome Term	Performance Measures	Frequency	CK LIP Activities
Short term – outcomes directly linked to activities	• Systematic recording of outputs and outcomes by LIP/RIF staff • Data collected from individuals participating in LIP or RIF *and* those attending LIP/RIF events and activities	Annually Biennially	✓ Online survey ✓ Online survey & focus groups
Long term	• Data collected in the broader community by a third party • Analysis of large scale pre-existing datasets (provides insight of larger community and regional level variables)	3 – 5 years	✓ Online survey ✓ Quantitative Data Report

To date, the CK LIP has already established promising practices, including through this research project
and report. That is, we borrowed promising practices and tools from other LIPs, for example, the online
survey to local stakeholders was originally created by the London & Middlesex LIP, made available
through the P2P Partnership. CK LIP already polls its community partners on an annual basis and has
committed to IRCC to interview local stakeholder groups every year. This recommendation advocates
that CK LIP follows a systematic evidence-based approach to developing policy and practice in the
future.

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