



Hamilton Immigration
Partnership Council

STRATEGIC PLAN 2021-2025



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Overview

There is a collective interest among many local institutions, organizations, and individuals in seeing newcomers have positive settlement and integration experiences and outcomes. But how do we track progress to support measurable, ongoing improvement, and how do we define success?

As the central community table for newcomer services and supports, the Hamilton Immigration Partnership Council (HIPC) has worked to create a “collective impact” framework to identify intended outcomes for Hamilton. This whole of community approach is intended to capture the complexities of immigration and settlement while also identifying priority outcomes.

This work began in May 2019, as part of the McConnell Foundation’s Innoweave Initiative for Newcomers in partnership with Employment and Skills Development Canada. For more than a year, a HIPC Project Steering Committee worked under the guidance of two external advisors, developing a theory of change or a description of how and why a desired change is expected to happen in a

particular context and how it will be measured. HIPC’s Theory of Change is centred on creating positive newcomer settlement outcomes and a sense of belonging in Hamilton.

The Innoweave Committee successfully defined the intended impact; identified the strategies needed to produce the impact and its associated interim and long-term outcomes; and pressure tested the goals and theory through a process of research and community engagement. This was followed by implementation planning that brought together the knowledge and expertise of HIPC members and partners to formulate the plans in this document.

From September to December 2020, an ad-hoc HIPC Evaluation Framework Working Group worked with the Centre for Community Based Research (CCBR) to build an evaluation framework. This planning work, which included a modified governance framework and terms of reference for HIPC, was completed in December 2020 and approved by the Council.

Operating Principles

- 1) We believe the **basic needs** of newcomers are foundational to achieving newcomer settlement and sense of belonging. Our work will connect influencers and resources in our community to improve equitable access to, for example, affordable housing, food, employment, and healthcare.
- 2) We believe supporting and advocating for positive outcomes for newcomers in our community must include leadership from those who have been **newcomers to Canada themselves**. Lived experience and community networks are essential.
- 3) We have a renewed purpose in taking practical positive action in **anti-racism and anti-oppression** efforts. This lens will inform all of the work we do.

Evaluation Framework

The purpose of the evaluation framework is to collaboratively assess the extent to which HIPC partners are: 1) working well together for collective impact, and 2) reaching HIPC intended outcomes. This will be done to improve how we collaborate to ensure that newcomers have a successful settlement experience and feel a sense of belonging in Hamilton.

The **four major research questions** guiding our evaluation are:

- 1) What is the starting point for our work in Hamilton? (HIPC community context)
- 2) To what extent are HIPC partners working well together for collective impact? (HIPC process)
- 3) To what extent are our collective efforts reaching the intended outcomes of HIPC? (HIPC outcomes)
- 4) How can we collaborate better to ensure that newcomers successfully settle and feel a sense of belong in Hamilton? (HIPC future directions)

Strategic Plan 2021-2025

Operating Principles:	<ol style="list-style-type: none"> 1) Advocating for the basic needs of newcomers 2) Leveraging immigrant leadership and the inclusion of newcomers' voices 3) Working from an anti-racism and anti-oppression lens 		} <i>These are foundational to achieving newcomer settlement and sense of belonging</i>
Strategies	Interim Outcomes	Long-term Outcomes	Beneficiaries: Newcomers and Hamilton Residents
Economic Stability	<ul style="list-style-type: none"> • Service providers offer a greater range of accessible language learning options and newcomers acquire improved functional language skills • More newcomers access and participate in training and skill acquisition • More employers welcome newcomers to the workforce and newcomers are employed commensurate with their skills 	<ul style="list-style-type: none"> • Families achieve greater economic stability 	
Social Inclusion	<ul style="list-style-type: none"> • The community is safer • Newcomers' voices and contributions are more valued • Diversity is more celebrated and neighbourhood spaces create more trust and reciprocity in the learning and exchange of experiences and talents 	<ul style="list-style-type: none"> • Hamiltonians better understand the benefits of immigration and take steps in support 	
Community Engagement	<ul style="list-style-type: none"> • Formal and informal settlement networks better support newcomers' connection to service and information and newcomers can better navigate the city and understand where to go in times of need • Local institutions better educate and newcomers are better-informed of their civic rights and responsibilities and act on them 	<ul style="list-style-type: none"> • Newcomers have an increased sense of belonging in Hamilton 	
Population-Level Impact Statement:	By 2025, 80% of newcomers will have a successful settlement experience and feel a sense of belonging in Hamilton		} <i>This target is indicative of an aspirational marker that signifies our 'A' effort and commitment to achieving this impact</i>