Organizational Best Practices of Local Immigration Partnerships

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Overview

An evaluation of promising organizational practices was conducted by analyzing 27 Local Immigration Partnership strategic plans in detail. Statistical results indicate that three organizational practices were particularly important. These were: having a broadly based and inclusive LIP council; ensuring active municipal involvement throughout the planning process; and establishing municipal leadership in the form of the city being a signatory to the LIP plan. This evaluation also proposes indicators that can serve as useful measures for future evaluations of LIP plans.

Introduction

The goal of this project was to identify promising practices by Local Immigration Partnerships (LIPs) that had completed their strategic plans. All LIPs were funded to produce strategic plans but they were relatively free to decide how to develop these plans and what they should include. For example, in some places LIP plans were developed as a multi-stage process involving extensive consultation with local groups. In other places LIP plans were written by a few specialists and then submitted to city council for approval. Additionally, LIP plans were not required to have specific outputs. Some are concise and focused while others are expansive and inclusive. So, significant differences exist among LIP plans reflecting not just local situations (e.g. northern location) but also organizational decisions (e.g. use of certain processes and structures). Not surprisingly, LIP plans are diverse in their focus, scope and structure. This project measures and evaluates the range of organizational practices used by LIPs to develop their plans.

Evaluating organizational practices requires creating metrics that can be used to compare the results of diverse planning approaches. Various place-based governance initiatives can then be analyzed to determine what works, what does not and what should serve as benchmarks. Evaluating plans in relation to outputs also allows promising practices to be identified and to serve as guidelines for new LIPs or for existing LIPs that revise their strategic plans and planning approaches.

Promising practices are defined here as the use of particular inputs and processes that are likely to generate better strategic plans. A better strategic plan is one that is more likely to create desired outcomes. The assumption is that better LIP strategic plans, if implemented well, will improve the attraction and retention of immigrants, a core LIP objective.

This evaluation began in early 2011 just as LIP plans were completed but implementation was not yet underway. Given this timeline, the study focused on

outputs, not outcomes. It was still too early to evaluate how organizational processes are associated with particular outcomes. Instead, at the outset of this evaluation, inputs and processes were identified and a judgment was made to determine if they were related to intermediate qualitative and quantitative outputs deemed to be positive. These intermediate outputs were derived from the LIP Request for Proposals, the Canada-Ontario Immigration Agreement, Citizenship and Immigration Canada's policy literature (e.g. modernization initiative), and other resources.

Inputs are defined as discrete behaviours, processes and structures to which experienced observers might reasonably attribute causality with regard to specified outputs. The **outputs** in question are planning outputs, planning configurations and planning processes. The relationship between improved outputs (better integration plans) and improved outcomes (better integration results, however these are defined) in inferred. The planning outputs chosen for analysis are generally regarded as causally related to improved integration or without which improved integration would be unattainable.

As the evaluation proceeded, other research was completed on what makes a welcoming community that is able to attract and retain immigrants (Ravanera et al, 2011). A smaller, secondary focus of this evaluation involved determining if community strategic plans included organizations that could support the creation of welcoming communities (in other words, whose mandates were in accord with particular features characteristic of welcoming communities). Thus, there were two evaluation topics addressed in this study:

1. What inputs, processes and structures were significantly associated with positive outputs in LIP strategic plans?
2. Did strategic plans focus comprehensively on creating welcoming communities?

Method

Organizational best practices
The main evaluation involved creating and revising indicators of organizational practices, collecting data on these indicators, and organizing and analyzing data. Developing indicators was not straightforward. A large net was cast to create draft indicators that included many inputs, processes and outputs of LIP plans. Indicators were created for:
- choice of leadership
- role played by the municipality
- weight assigned to economic development
- centrality of settlement agencies in the process

- how research is integrated into the planning process
- use of external facilitators
- level of stakeholder involvement in producing strategies
- engagement of funders
- length of time assigned to planning
- use of principles to establish cohesion

Indicators were revised numerous times to capture the diverse organizational practices used by LIPs and to include more qualitative measures (e.g. identifying the background of LIP council members). Eventually, the indicators were refined to 60 items organized into three categories:
- Roles of municipality, other mainstream bodies, service provider organizations and other input features
- Processes used including environmental scans, consultations, gap analysis and planning
- Outputs of the planning process

A complete list of indicators is in Appendix 1.

<u>Creating welcoming communities</u>
For the second evaluation topic, LIP plans were examined to determine if they included organizations that could make positive contributions in areas associated with the characteristics of welcoming communities. This focus was really a proof of concept, testing the value of particular indicators for determining whether plans were oriented towards creating a welcoming community. Ideally, LIP plans would have been perused in detail to determine which characteristics of a welcoming community they included. This could not be done in-depth due to time limitations.

Nine characteristics of welcoming communities were used (Ravanera et al, 2011).   These were:
1. employment opportunities
2. affordable and suitable housing
3. educational opportunities
4. fostering social capital
5. positive attitudes toward immigrants, cultural diversity, and the presence of newcomers in the community
6. municipal features and services sensitive to the presence and needs of newcomers
7. accessible and suitable healthcare
8. presence of newcomer-serving agencies that can meet the needs of newcomers
9. available and accessible public transit

Collecting Data

<u>Organizational best practices</u>
The strategic LIP plans were the main source of evaluation information. Other information collection methods were considered such as interviewing LIP chairs. This was not conducted. The reports themselves provided a large amount of usable data to analyze. Furthermore, LIP chairs had indicated fatigue from being asked to participate in other LIP related research.

For the main evaluation topic, all completed strategic plans available as of March 2011 were analyzed.   The following LIP reports were perused for this study:

From Toronto	From the rest of Ontario
1. Bathurst Finch	14. Guelph-Wellington
2. Black Creek-Delta	15. Hamilton
3. Central South Etobicoke	16. Kingston
4. Don Valley – Thorncliffe	17. London & Middlesex
5. Eglinton East Kennedy Park	18. Niagara
6. Lawrence Heights	19. North Bay
7. North York East	20. Ottawa
8. Northwest Scarborough	21. Peel
9. South Scarborough	22. Sarnia-Lambton
10. Toronto East	23. Sault Ste. Marie
11. Toronto East Downtown	24. Thunder Bay
12. West Downtown	25. Timmins
13. York South Weston	26. Waterloo
	27. Windsor-Essex

All 27 plans were studied in detail to answer the 60 questions used to identify indicators. Responses were written into a spreadsheet as binaries (yes/no), numbers, or qualitative information, depending on the question. At times subjective judgments had to be made to code compound questions affording multiple responses that could not be clearly answered by examining the LIP plans. For example,the question "*Did the city actively participate in the majority of individual planning workshops (such as employment, education, health, etc .... assuming such workshops were held*))?" falls into this category.

As information was being collected, it became apparent that some questions could be answered in principle but were rarely answered in practice (e.g. *Is the city financing or providing in-kind support for planning activities?*) Furthermore, many items had no or low responses (e.g. *How much money did the LIP receive?*). So, many of the initial indicators, from the large net that was cast, could not be used in the analysis because they provided no or little data. All

responses in the spreadsheet were screened for accuracy and missing items. Reponses were also merged to make analysis more feasible in cases where multiple response possibilities interfered with analysis (as in the example above).

<u>Creating welcoming communities</u>
For the second topic, nine LIP strategic plans were analyzed. A random sample of LIP plans was chosen: three plans from Toronto, three from northern Ontario, and three from other parts of Ontario. The plans analyzed were:
1. Toronto Don Valley-Thorncliffe
2. Toronto East Downtown
3. Northwest Scarborough
4. North Bay
5. Thunder Bay
6. Timmins
7. Guelph-Wellington
8. Sarnia-Lambton
9. Waterloo

All nine reports were examined in detail to identify all organizations:
- o on the LIP council
- o mentioned as playing a current role in the strategic plan
- o mentioned as playing a future role in implementing the strategy or creating an action plan

The website of each LIP was visited, where applicable, if it was not evident from the strategic plan who was involved in the LIP council. From the nine sampled LIP plans and websites, 313 organizations were identified and listed in a spreadsheet.

Analysis

<u>Organizational best practices</u>
For the main evaluation question, analysis was fairly exploratory. There was an interest in seeing what relationships existed between indicators: that is, in seeing which processes and structures were most regularly associated with positive outputs in the strategic plan. Not all indicators created were analyzed. As mentioned, many could not be used. It was also decided that particular relationships would be the focus of the evaluation. To execute this, indicators were split into two groups: independent measures reflecting inputs and processes, and dependent measures reflecting outputs. Independent and dependent measures were then grouped according to six strategic aspirations that are associated with the LIP initiative and CIC's strategic goals. The aspirations were:

1. to bolster community receptivity
2. to leverage greater participation from provincial ministries, municipal organizations and mainstream agencies
3. to improve coordination among settlement agencies and policy departments
4. to enhance efficiency and cost effectiveness through better service integration
5. to increase local capacity to plan, analyze and research
6. to broaden local engagement

Indicators were analyzed for relationships between independent (i.e. causal) and dependent measures in each of these six areas. This final list of indicators that were analyzed is set out in Appendix 2. Relationships were analyzed using chi-square analysis, as data was nominal. Multiway frequency analysis and non-parametric cluster analysis were not viable given the sample size (N=27).

<u>Creating welcoming communities</u>
This analysis was qualitative and, thus, more subjective. Classifying organizations according to the welcoming community indicators they support was not straightforward as both organizations and indicators needed to be defined more clearly. First, it was not always evident how well an organization supported a particular welcoming community characteristic. Some cases were straightforward (e.g. the Timmins Community Health Centre was involved in the Timmins LIP and has responsibilities that support the indicator "accessible and suitable health care"). Others proved more difficult to classify. Bigger organizations, for example, frequently offered multiple services that support numerous indicators, like housing and health. Where this occurred, the organizations were listed against each indicator they support. Also, in the case of some universities and colleges, the institutions offer multiple services (e.g. healthcare, education) but not necessarily for immigrants. To address this, the websites of all 313 organizations were visited, where possible. Of the 313 organizations, 246 had websites (78.6%). All 246 websites were examined to understand the mandates and main functions of the organizations. This facilitated the classification of organizations according to their support for achieving particular characteristics of welcoming communities.

Second, some welcoming community indicators were fairly abstract, such as "fostering social capital" and "positive attitudes toward immigrants, cultural diversity, and the presence of newcomers in the community". The former was associated with the notion of networking. Organizations that seemed make an effort to create partnerships or foster social ties were deemed as supporting this indicator. Organizations were deemed to support "positive attitudes…" if they indicated in their mission statement or activities that they made clear efforts to be inclusive and to create welcoming communities, or if they had a

section devoted to immigrants or had pictures of diverse cultures on their website. (This classification embraces a wide range of measures with varying degrees of efficacy.) Appendix 3 associates organizations involved with, or mentioned in, the LIP strategic plan with particular welcoming community indicators.

The nine strategic plans were analyzed to determine if each welcoming community indicator had an organization that could "champion" that characteristic in the LIP. The assumption was made that that if there was a potential champion, there was a greater likelihood that the characteristic would be a goal of the LIP. In subsequent analysis, it is our intention to test whether the organizational composition of the LIPs and, by extension, the capacities they make available for LIP implementation, correspond to the 'real' needs of the community, as determined by overall indices of welcome, and needs analyses. This analysis must await the completion of other work by the WCI, in particular the studies being undertaken by Zenaida Ravanera and her team at Western University.

Findings

<u>Organizational best practices</u>
Numerous inputs and processes were shown to be statistically associated with outputs. In total 319 chi-square analyses were conducted between independent and dependent measures. Of these, 35 were shown to be statistically significant associations. Appendix 4 shows the complete list of organizational indicators that were statistically significant.

For example, the independent measure, "Did the city sign the LIP agreement with CIC?" was associated with the output measure "Does the plan/activities include public education and/or media campaigns?" This association was likely <u>not</u> by chance ($p<.05$). This means that where the city signed the LIP agreement, there was increased likelihood that the strategic plan had a public education component or a media campaign. Each of the results in Appendix 4 can be read in this manner.

As noted, there were over 30 different statistically significant results, a number of which are worth highlighting. Three organizational practices, in particular, were associated with more than two positive outputs in the strategic plan. By far the most recurring, significant practice was the inclusiveness of the LIP central council.   Item 28 measured if a LIP central council included members from a majority of the following –federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/schoolboards, hospitals/health units and health networks, justice/police, media, universities, colleges, immigrant representatives, ethnocultural organizations, religious

organizations, francophone organizations/networks. Where this was the case, the following outputs were more likely:
- special coordinating structures for linking the LIP to broader city processes
- the inclusion of public education and/or media campaigns in the LIP plan
- an indication of intent by the city to modify its immigrant liaison activities
- financing or in-kind support by the city for planning activities
- a focus by planning bodies on areas of provincial and municipal, as well as federal, jurisdiction
- recommendations in the LIP plan for changes in policy
- a clear distinction in the LIP plan between strategic directions and specific actions

If the city actively participated in the majority of individual planning workshops (item 11), the following outputs were more likely:
- special coordinating structures for linking the LIP to broader city processes
- an indication of intent by the city to modify its immigrant liaison activities
- financing or in-kind support by the city for planning activities
- a discussion in the strategic plan of links to the Immigration Portal

Additionally, if the city signed the LIP agreement with CIC (item 3), the following outputs were more likely:
- the inclusion of public education and/or media campaigns in the LIP plan
- financing or in-kind support by the city for planning activities
- a discussion in the strategic plan of links to the Immigration Portal

Creating Welcoming Communities
Appendix 3 shows the results of how organizations were classified in relation to welcoming community indicators for all nine LIP plans analyzed. It is probably not surprising that Toronto LIPs were able to include the most organizations in their strategic planning process, or to indicate how these organizations could be involved in implementing strategic plans. However, even here, two of the three plans (Northwest Scarborough and Toronto East Downtown) made no mention of and had no representation by organizations that could act as champions of accessible public transit.

In the three northern cities, North Bay had a thorough, inclusive plan that included organizations that could act as champions for all welcoming community indicators. Timmins, on the other hand, lacked any organizations that could support affordable housing or public transit.   And Thunder Bay did not have any organizations that could act as champions of accessible and suitable healthcare.

For the other Ontario cities, Waterloo had a plan that included organizations that could act as champions for all welcoming community indicators. Sarnia-Lambton, by way of contrast, did not have an organization that could champion accessible healthcare or transit. And Guelph-Wellington did not have any organizations to champion housing or education.

Significantly, most of the (nine) LIP plans include organizations that target the majority of agreed indicators of welcoming communities, like employment opportunities and settlement services. That said, it is noteworthy that healthcare and housing were each absent from two LIP plans and transit was absent from five plans.

Conclusion

The results of this study would seem to indicate that a select number of LIP practices are especially important for creating positive strategic planning outputs. These include a broadly based and wide-reaching LIP council; active participation by the city in across-the-board planning structures and activities; and municipal leadership in the form of the city holding the LIP agreement or being signatory to the agreement. Even though outcome information is lacking, the statistical evidence for positive planning outputs indicates that these practices are especially promising and should be encouraged as CIC rolls out the LIP initiative across the country.

Other statistically significant findings suggest it is important for LIP strategic plans to be presented to and endorsed by city council, and for the city to chair or co-chair the LIP. As above, these measures would seem to confirm the important role of   municipalities in creating positive intermediate outputs in LIP strategic plans.

Creating and testing measures to help identify promising practices is a first step in a larger process of developing a comprehensive evaluation framework aimed at improving LIP design and achieving better integration outcomes. The present study contributes to that process by identifying important indicators that can serve as benchmarks for future research and evaluation.

Appendix 1

Indicators for Organizational Best Practices

Role of municipality

3. Did the city sign the LIP agreement with CIC?
4. Does the city chair or co-chair the partnership council?
5. If the city does not chair or co-chair, does the city have representation on the partnership council?
6. Was the LIP plan presented to city council for endorsement and was it endorsed?
7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)?
8. Has the city indicated an intent to modify its planning activities?
9. Have special city-led structures been created to address specific issues, such as employer liaison?
10. Has the city indicated an intent to modify its immigrant liaison activities (either structure or process)?
11. Did the city actively participate in the majority of individual planning workshops (such as employment, education, health, etc .... assuming such workshops were held)?
12. Is the city financing or providing in-kind support for planning activities?
13. Did the city's economic development unit play a lead role in the planning activities?

Role of 'other mainstream bodies' (i.e. not an immigrant service provider, for example, the United Way)

15. Did another mainstream organization sign the LIP agreement with CIC?
16. Does another mainstream organization chair or co-chair the partnership council?
17. If another mainstream organization does not chair or co-chair, do other mainstream organizations have representation on the partnership council?
18. Have other mainstream organizations actively participated in individual planning workshops (re employment, services, etc.)?
19. Has the 'other mainstream organization' provided in-kind support for planning activities?

Role of Service Provider Organizations (SPOs)

21. Did a SPO sign the LIP agreement with CIC?

22.Does a SPO chair or co-chair the partnership council?

23.Is there a SPO coordinating forum that sits on the LIP council?

24.Does the level of SPO representation on the partnership council, sub-committees or planning committees exceed 50% (which bodies)?

Other

26.To what organization does the LIP coordinator report (what is the organizational affiliation of the person to whom the LIP coordinator reports)?

27.How were LIP council members recruited – open to all via expressions of interest or by invitation?

28.Does the LIP central council include members from the a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network?

29.Does the LIP employ intermediate structural bodies (between the LIP council and the LIP coordinator)?

30.How much money did the LIP receive?

31.How many staff were hired for the LIP?

32.How much time did the planning process take?

Processes: Environmental scans, consultations, gap analysis and planning

34.Did the LIP undertake an environmental scan and, if so, who conducted the scan (LIP staff, consultant, university)?

35.What proportion of the budget was spent on consulting services to produce environmental scans or gap analyses?

36.What is the budget?

37.Did the LIP conduct a 'gap analysis' and, if so, did it focus only on CIC funded activities or on a broader range of needs (identify individually): housing, health services, education, justice services, employment assistance, social support services, human resources, needs assessment and referrals, transit services, language training, recreation, organizational support, advocacy, cross-cultural sensitivity training or anti-racism training?

38.Did the LIP conduct town hall sessions or hold a broad consultative forum and, if so, did it include the following (identify individually): Federal ministries, provincial

ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network, mainstream organizations?

39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?

40. How many sub-committees or separate planning bodies were created?

41. Did the planning bodies focus on areas of provincial and municipal, as well as federal, jurisdiction?

42. Did LIP council members participate in the specialized planning bodies?

43. Are the planning bodies linked to the partnership council through formal representation?

44. Did council members themselves develop the plans emanating from the planning bodies (i.e. did they 'hold the pen')?

45. Were the LIP plans produced by a consultant?

46. Were the LIP plans produced by a consultant <u>without</u> benefit of planning workshops or consultative sub-committees (notwithstanding the fact that the consultant may have consulted with individuals)?

47. Were the LIP plans subjected to a multi-stage screening process or were they provided as a package to Council for approval without prior committee scrutiny?

48. Have university researchers (WCI if identifiable) been involved in the development of the LIPs/

49. Were external facilitators used?

Planning outputs

51. Does the strategic plan clearly distinguish between strategic directions and specific actions?

52. Does the strategic plan indicate priorities and timelines?

53. Were the priorities assigned by LIP council or by the planning committees or bodies?

54. Does the plan include performance measures (are these referenced for the future … are they outcome or output based)?

55. Does the plan indicate guiding principles used to create the plan?

56. Does the plan address cross-cutting issues (e.g. the need for a media campaign to influence public opinion, or the need to enhance planning capacity)?

57. Does the plan discuss linking with the Immigration Portal?

58. Does the plan discuss linking with other networks in the community (e.g., Child and youth network)?
59. Does the plan contain measures pertaining to improved coordination or efficiency that do NOT involve additional government expenditure (by government, by SPOs)?
60. Does the plan identify improved bridging between SPOs and mainstream organizations?
61. Does the plan identify improved bridging between SPOs and ethnocultural organizations?
62. Does the plan identify improved bridging between the LIP and universities?
63. Does the plan contain recommendations regarding changes in policy (including eligibility)?
64. Does the plan/activities include public education and/or media campaigns?
65. Does the plan distinguish issues or concerns that need to be addressed by the LIPs collectively? Or in general?
66. Does the plan indicate expectations of the plan's success?
67. Does the LIP cites 'best practices' (eg. Ottawa's 'Diversity Lens')?

Appendix 2
Indicators analyzed

Organizational and process indicators	Outcome indicators
CIC goal: To bolster community receptivity	
3. Did the city sign the LIP agreement with CIC? 4. Does the city chair or co-chair the partnership council? 28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/ employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network?	7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)? 9. Have special city-led structures been created to address specific issues, such as employer liaison? 37. Did the LIP conduct a 'gap analysis' and, if so, did it focus only on CIC funded activities or on a broader range of needs E.g housing, health services, education, justice services, employment assistance…)? 56. Does the plan address cross-cutting issues (e.g. the need for a media campaign to influence public opinion, or the need to enhance planning capacity)? 60. Does the plan identify improved bridging between SPOs and mainstream organizations? 64. Does the plan/activities include public education and/or media campaigns? 65. Does the plan distinguish issues or concerns that need to be addressed by the LIPs collectively?
CIC goal: To leverage greater participation from provincial ministries, municipal organizations and mainstream agencies	
3. Did the city sign the LIP agreement with CIC? 4. Does the city chair or co-chair the partnership	10. Has the city indicated intent to modify its immigrant liaison activities (either structure or process)? ,

council? 6. Was the LIP plan presented to city council for endorsement and was it endorsed? 11. Did the city actively participate in the majority of individual planning workshops? 13. Did the city's economic development unit play a lead role in the planning activities? 15. Does another mainstream organization sign the LIP agreement with CIC? 16. Does another mainstream organization chair or co-chair the partnership council? 17. If another mainstream organization does not chair or co-chair, do other mainstream organizations have representation on the partnership council? 26. To what organization does the LIP coordinator report? 28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network? 30. How much money did the LIP receive?, 39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?	12. Is the city financing or providing in-kind support for planning activities? 19. Has the 'other mainstream organization' provided in-kind support for planning activities? 41. Did the planning bodies focus on areas of provincial and municipal, as well as federal, jurisdiction?

CIC goal: To improve coordination among settlement agencies and policy departments	
3. Did the city sign the LIP agreement with CIC? 4. Does the city chair or co-chair the partnership council? 11. Did the city actively participate in the majority of individual planning workshops? , 15. Does another mainstream organization sign the LIP agreement with CIC? 16. Does another mainstream organization chair or co-chair the partnership council? 18. Have other mainstream organizations actively participated in individual planning workshops (re employment, services, etc.)? 21. Did a SPO sign the LIP agreement with CIC? 22. Does a SPO chair or co-chair the partnership council? 28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network? 30. How much money did the LIP receive? 39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?	7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)? 57. Does the plan discuss linking with the Immigration Portal? 58. Does the plan discuss linking with other networks in the community (e.g., Child and youth network)? 60. Does the plan identify improved bridging between SPOs and mainstream organizations? 61. Does the plan identify improved bridging between SPOs and ethnocultural organizations? 62. Does the plan identify improved bridging between the LIP and universities?

CIC goal: To enhance efficiency and cost effectiveness through better service integration	
24. Does the level of SPO representation on the partnership council, sub-committees or planning committees exceed 50%? 26. To what organization does the LIP coordinator report? 28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network? 30. How much money did the LIP receive? 39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?	37. Did the LIP conduct a 'gap analysis' and, if so, did it focus only on CIC funded activities or on a broader range of needs E.g housing, health services, education, justice services, employment assistance...)? 41. Did the planning bodies focus on areas of provincial and municipal, as well as federal, jurisdiction? 57. Does the plan discuss linking with the Immigration Portal? 58. Does the plan discuss linking with other networks in the community (e.g., Child and youth network)? 59. Does the plan contain measures pertaining to improved coordination or efficiency that do NOT involve additional government expenditure (by government, by SPOs)? 60. Does the plan identify improved bridging between SPOs and mainstream organizations? 61. Does the plan identify improved bridging between SPOs and ethnocultural organizations? , 62. Does the plan identify improved bridging between the LIP and universities? 63. Does the plan contain recommendations regarding changes in policy (including eligibility)?
CIC goal: To increase local capacity to plan, analyze and research	
3. Did the city sign the LIP agreement with CIC? 4. Does the city chair or co-chair the partnership council? 15. Does another mainstream organization sign the LIP	37. Did the LIP conduct a 'gap analysis' and, if so, did it focus only on CIC funded activities or on a broader range of needs E.g housing, health services, education, justice services, employment assistance...)?

agreement with CIC?

21.   Did a SPO sign the LIP agreement with CIC?

22.   Does a SPO chair or co-chair the partnership council?

26.   To what organization does the LIP coordinator report?

28.   Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network?

30.   How much money did the LIP receive?

38.   Did the LIP conduct town hall sessions or hold a broad consultative forum and, if so, did it include most of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network, mainstream organizations?

39.   Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?

39.   Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?

51.   Does the strategic plan clearly distinguish between strategic directions and specific actions?

52.   Does the strategic plan indicate priorities and timelines?

54.   Does the plan include performance measures?

55.   Does the plan indicate guiding principles used to create the plan?

65.   Does the plan distinguish issues or concerns that need to be addressed by the LIPs collectively?

CIC goal: To broaden local engagement

3. Did the city sign the LIP agreement with CIC? 4. Does the city chair or co-chair the partnership council? 15. Does another mainstream organization sign the LIP agreement with CIC? 16. Does another mainstream organization chair or co-chair the partnership council? 17. If another mainstream organization does not chair or co-chair, do other mainstream organizations have representation on the partnership council? 21. Did a SPO sign the LIP agreement with CIC? 22. Does a SPO chair or co-chair the partnership council? 26. To what organization does the LIP coordinator report? 28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network? 30. How much money did the LIP receive? 39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?	7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)? 10. Has the city indicated intent to modify its immigrant liaison activities (either structure or process)? , 13. Did the city's economic development unit play a lead role in the planning activities? 18. Have other mainstream organizations actively participated in individual planning workshops (re employment, services, etc.)? 37. Did the LIP conduct a 'gap analysis' and, if so, did it focus only on CIC funded activities or on a broader range of needs E.g housing, health services, education, justice services, employment assistance…)? 38. Did the LIP conduct town hall sessions or hold a broad consultative forum and, if so, did it include most of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, college, immigrant representatives, ethnocultural organizations, religious organizations, francophone organization/network, mainstream organizations?

APPENDIX 3

Organizations involved or identified in the Don Valley Thorncliffe LIP report

- Thorncliffe neighbourhood Office
- Afghan Women's Organization
- Flemingdon Neighbourhood Services
- Flemingdon Health Centre
- Thorncliffe Neighbourhood Office (repeat)
- Working Women Community Centre
- New Circles Community Services
- Toronto Intergenerational Partnerships
- Turtle House Art/Play Centre
- Better Living Health and Community Services
- Flemingdon Community Legal Services
- Toronto Catholic District School Board
- Toronto Community Housing Corporation
- Toronto District School Board
- Toronto East General Hospital
- Evergreen Brickworks
- Ontario Science Centre
- Toronto Regional Immigrant Employment Council
- Flemingdon Inter-Agency Network
- Seniors Service Network
- North End Partners
- O'Connor Community Partners
- Early Years (0-6) Working Group
- Youth Service Network
- Access Employment
- Don Mills Employment Resource Centre
- Labour Education Centre
- Skills for Change
- Unite Here Training Centre
- WoodGreen Community Services
- Citizenship and Immigration Canada
- Ministry of Citizenship and Immigration (Ontario)
- City of Toronto
- Community Development
- Toronto Public Health
- Toronto Employment and Social Services
- Campus Logix
- Davis & Henderson
- Focused Consulting
- Indo-Canadian Chamber of Commerce
- Lincoln Electric
- Phillips Corporation
- Royal Bank of Canada
- Ryerson University, Accounting-Finance Bridging Program
- Schulich School of Business, Career Services
- TD Bank
- Tremc

ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• Working Women Community Centre • Toronto Regional Immigrant

		Employment Council
		• Access Employment
		• Don Mills Employment Resource Centre
		• Labour Education Centre
		• Skills for Change
		• WoodGreen Community Services
		• Toronto Employment and Social Services
		• Lincoln Electric
		• Phillips Corporation
		• Ryerson University, Accounting-Finance Bridging Program
		• Schulich School of Business, Career Services
		• TD Bank
		• Royal Bank of Canada
(2)	Affordable and Suitable Housing	• Flemingdon Neighbourhood Services
		• Toronto Community Housing Corporation
		• WoodGreen Community Services
		• City of Toronto
(3)	Educational Opportunities	• Toronto Catholic District School Board
		• Toronto District School Board
		• Skills for Change
		• Ryerson University, Accounting-Finance Bridging Program
		• Schulich School of Business, Career Services
(4)	Fostering Social Capital	• Skills for Change
		• Indo-Canadian Chamber of Commerce
		• Schulich School of Business, Career Services
		• Flemingdon Inter-Agency Network
		• Toronto Intergenerational Partnerships
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Thorncliffe neighbourhood Office
		• Afghan Women's Organization
		• Turtle House Art/Play Centre
		• Access Employment
		• Skills for Change
		• WoodGreen Community Services
		• Schulich School of Business, Career Services

(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• Thorncliffe neighbourhood Office • Afghan Women's Organization • Working Women Community Centre
(7)	Accessible and Suitable Healthcare	• Flemingdon Health Centre • Toronto East General Hospital • Toronto Public Health
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• Thorncliffe neighbourhood Office • Afghan Women's Organization • Skills for Change
(9)	Available and Accessible Public Transit	• City of Toronto

North West Scarborough LIP report

- Access Employment
- Agincourt Community Services Association
- The Arab Community Centre of Toronto
- Afghan Association of Ontario
- Canadian National Institute for the Blind
- Care first Seniors and Community Services Association
- Catholic Cross Cultural Services
- Canadian Tamil Youth Development
- Centre for Information and Community
- Chester Le Community Corner
- Hong Fook Mental Health Association
- Mennonite New Life Centre of Toronto
- Operation Springboard
- Scarborough Housing Help Centre
- Transcare Community Support Services
- South Asian Family Support Services
- The Canadian Centre for Victims of Torture

- The Tamil Eelam Society of Canada
- Toronto Catholic District School Board
- Toronto District School Board
- Scarborough North Employment and Social Services
- Toronto Community Housing
- Toronto Public Library
- Tropicana
- Scarborough Centre for Healthy Communities
- West Scarborough Neighbourhood Community Centre
- YMCA Newcomer Information Centre
- Youthlink
- City of Toronto Social Development, Finance and Administration
- Toronto Public Health
- Action for Neighbourhood Change
- Chinese Family Services of Ontario
- East Metro Youth Services
- The Scarborough Hospital
- VPI
- Faith, Love, Hope Ministries

ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• Access Employment • Operation Springboard • Scarborough North Employment and Social Services • VPI • Tropicana

(2)	Affordable and Suitable Housing	• Mennonite New Life Centre of Toronto • Scarborough Housing Help Centre • Toronto Community Housing • Youthlink
(3)	Educational Opportunities	• Centre for Information and Community • Toronto Catholic District School Board • Toronto District School Board
(4)	Fostering Social Capital	• West Scarborough Neighbourhood Community Centre • City of Toronto Social Development, Finance and Administration • VPI
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Access Employment • The Arab Community Centre of Toronto • Afghan Association of Ontario • Catholic Cross Cultural Services • Centre for Information and Community • Chester Le Community Corner • Mennonite New Life Centre of Toronto • South Asian Family Support Services • The Canadian Centre for Victims of Torture • The Tamil Eelam Society of Canada • YMCA Newcomer Information Centre • Chinese Family Services of Ontario • The Scarborough Hospital
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• The Arab Community Centre of Toronto • Afghan Association of Ontario • Catholic Cross Cultural Services • Mennonite New Life Centre of Toronto • South Asian Family Support Services • The Tamil Eelam Society of Canada • Toronto Public Library

		• West Scarborough Neighbourhood Community Centre • YMCA Newcomer Information Centre • City of Toronto Social Development, Finance and Administration • Chinese Family Services of Ontario
(7)	Accessible and Suitable Healthcare	• Scarborough Centre for Healthy Communities • Toronto Public Health • The Scarborough Hospital • Hong Fook Mental Health Association
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• Afghan Association of Ontario • Catholic Cross Cultural Services • Mennonite New Life Centre of Toronto • South Asian Family Support Services • YMCA Newcomer Information Centre • Chinese Family Services of Ontario
(9)	Available and Accessible Public Transit	•

- African-Canadian Legal Clinic
- Africans in Partnership Against AIDS
- AIDS Committee of Toronto
- Alpha Toronto
- Asian Community AIDS Services
- Black Coalition for AIDS Prevention
- Canadian Centre for Victims of Torture
- Central Neighbourhood House
- Central Toronto Youth Services
- Collège Boréal
- Covenant House
- Dixon Hall
- East York East Toronto Family Resources
- Elizabeth Fry Society, Toronto
- Family Services Toronto
- Fife House
- Fred Victor Centre
- George Brown College
- Homes First Society
- Hong Fook Mental Health Association
- Metropolitan United Church
- Neighbourhood Legal Services
- Operation Springboard
- Parliament Public Library
- Regent Park Community Health Centre
- Ryerson University
- Salvation Army Gateway
- Salvation Army Immigrant and Refugee Services
- Sherbourne Health Centre
- Sojourn House
- St. Michael's Hospital
- The 519 Church Street Community Centre
- Times Change Women's Employment Service
- Toronto Community Housing
- Toronto District School Board
- Toronto Employment and Social Services
- Toronto Police 51 Division
- Toronto Public Health
- Turning Point Youth Services
- Women's Health in Women's Hands
- Woodgreen Community Services
- YMCA of Greater Toronto
- Youth Action Network
- Good Shepherd Ministries
- Immigration and Refugee Services
- College Boreal

ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• Collège Boréal • Dixon Hall • Operation Springboard • Ryerson University • Times Change Women's Employment Service • Toronto Employment and Social Services • Woodgreen Community Services

(2)	Affordable and Suitable Housing	• Covenant House • Dixon Hall • East York East Toronto Family Resources • Fife House • Fred Victor Centre • Homes First Society • Sojourn House • Toronto Community Housing • Woodgreen Community Services
(3)	Educational Opportunities	• Collège Boréal • George Brown College • Parliament Public Library • Ryerson University • Toronto District School Board
(4)	Fostering Social Capital	• Youth Action Network • Woodgreen Community Services
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• African-Canadian Legal Clinic • Africans in Partnership Against AIDS • Alpha Toronto • Asian Community AIDS Services • Black Coalition for AIDS Prevention • Collège Boréal • Canadian Centre for Victims of Torture • Central Toronto Youth Services • Dixon Hall • Family Services Toronto • Regent Park Community Health Centre • Ryerson University • Salvation Army Immigrant and Refugee Services • Women's Health in Women's Hands • Woodgreen Community Services • Central Neighbourhood House
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• Regent Park Community Health Centre • Toronto Employment and Social Services
(7)	Accessible and Suitable Healthcare	• Regent Park Community Health Centre • Sherbourne Health Centre • St. Michael's Hospital

		• Toronto Public Health • Women's Health in Women's Hands • Toronto Public Health • Hong Fook Mental Health Association
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• Regent Park Community Health Centre
(9)	Available and Accessible Public Transit	•

North Bay LIP report

- North Bay Newcomer Network
- Young Peoples Press
- North Bay and District Multicultural Centre
- Nipissing-North Bay Rotary Club
- North Bay District Chamber of Commerce
- OPP Northeast Diversity Committee
- The City of North Bay
- North Bay Literacy Council
- North Bay & District Chamber of Commerce
- The Labour Market Group
- Ministry of Citizenship & Immigration
- Near North District School Board
- Ministry of Northern Development, Mines and Forestry
- Nipissing University
- Canadore College
- District of Nipissing Social Services Administration Board
- Rotary Club of Nipissing
- YES! Employment Services
- Volunteer Centre of Blue Sky Region
- North Bay YMCA
- Big Brothers Big Sisters of North Bay & District
- Citizenship and Immigration Canada
- Salvation Army
- The Business Centre – Nipissing Parry Sound
- Gateway Treasures Practice Firm
- True Self Employment and Training
- Building Up Individuals Through Learning and Teamwork (BUILT) Network
- DEOC Employment Information Resource Centre
- CTS Employment Resource Centre
- Cementation Canada
- Human Resources Professionals Association of Ontario (North Bay)
- Call Edge Practice Firm
- The Early Years Centre
- Ministry of Training, Colleges and Universities
- Employers' Council Members
- TeleTech
- PGI Fabrene
- North Bay and District Hospital
- Atlas Copco
- North Bay Parry Sound District Health Unit
- Ontario Northland
- Stantec
- Labour Marketing Group

ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• Near North District School Board • Nipissing University • Canadore College • YES! Employment Services • North Bay YMCA • DEOC Employment Information Resource Centre • CTS Employment Resource Centre • TeleTech • GI Fabrene • North Bay and District Hospital • Atlas Copco • Stantec

(2)	Affordable and Suitable Housing	• District of Nipissing Social Services Administration Board
(3)	Educational Opportunities	• North Bay Literacy Council • Ministry of Citizenship and Immigration • Near North District School Board • Nipissing University • Canadore College • DEOC Employment Information Resource Centre • Stantec
(4)	Fostering Social Capital	• Nipissing-North Bay Rotary Club • Rotary Club of Nipissing • Ministry of Citizenship and Immigration • North Bay Newcomer Network • North Bay District Chamber of Commerce • Building Up Individuals Through Learning and Teamwork (BUILT) Network
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Ministry of Citizenship and Immigration • North Bay and District Multicultural Centre
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• The City of North Bay • YES! Employment Services • North Bay and District Multicultural Centre
(7)	Accessible and Suitable Healthcare	• North Bay and District Hospital • North Bay Parry Sound District Health Unit
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• North Bay and District Multicultural Centre
(9)	Available and Accessible Public Transit	• The City of North Bay • Ontario Northland

Thunder Bay LIP report

- North Superior Workforce Planning Board
- Thunder Bay Multicultural Association
- National Immigrant Expo
- Rotary Club
- Folklore Festival
- Newcomers Club
- Resettlement Assistant Program
- Fm97.1
- Library and Community Information Centre
- City of Thunder Bay
- Northwestern Ontario Immigration Portal
- Welcoming Communities Initiative
- Local Immigration Partnership
- Confederation College
- Lakehead University
- Chamber of Commerce
- Association Francophone of Northwestern Ontario
- Multicultural Assoc. (same as previously listed)
- Community Economic Development Corporation
- OMA

ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A Welcoming Community Indicators	**Column B** Org. with responsibilities that support welcoming community indicators
(1)	Employment Opportunities	• City of Thunder Bay • Northwestern Ontario Immigration Portal • Confederation College • Lakehead University • Association Francophone of Northwestern Ontario • Community Economic Development Corporation
(2)	Affordable and Suitable Housing	• Resettlement Assistant Program
(3)	Educational Opportunities	• Northwestern Ontario Immigration Portal • Confederation College • Lakehead University
(4)	Fostering Social Capital	• Community Economic Development Corporation • Chamber of Commerce
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Thunder Bay Multicultural Association • Folklore Festival • Northwestern Ontario Immigration

		Portal
		• Welcoming Communities Initiative
		• Local Immigration Partnership
		• National Immigrant Expo
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• City of Thunder Bay • Northwestern Ontario Immigration Portal
(7)	Accessible and Suitable Healthcare	•
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• Resettlement Assistant Program
(9)	Available and Accessible Public Transit	• City of Thunder Bay

Timmins LIP report

- College Boreal
- Ministry of Training, Colleges & Universities
- Timmins Multicultural Association
- Ontario Ministry of Citizenship and Immigration
- Far North East Training Board
- Timmins Learning Centre
- L'Alliance de la francophone de Timmins
- Cochrane District Social Services Administration Board
- Timmins Police Service
- District School Board Ontario Northeast
- Bay shore Home Health
- Northern College Community Employment Services
- Goldcorp
- Timmins Chamber of Commerce
- Conseil scolaire Catholiques de District des Grandes Rivieres
- Northeastern Catholic District School Board
- Porcupine United Way
- Timmins Economic Development Corporation
- North Bay and District Multicultural Centre (is this rightly placed in Timmins?)
- Family and Children's Services of Timmins
- Timmins Community Health Centre
- United Way of Timmins
- Timmins Hospital
- YMCA
- Job Connect
- Canadian Mental Association
- Children Treatment Centre
- Cochrane Temiskaming Resource Centre
- Community Care Access centre
- Community Living Timmins
- Crime Stoppers District of Cochrane
- Centre De Counselling Familia De Timmins
- Centre D'Acces Aux Soins Communautaire (same as above)
- Child and Family Services of Timmins and District (same as above)
- Human Services
- Multicultural Integrated Project
- Catholic School Board (same as northeastern catholic school board)

ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• College Boreal • L'Alliance de la francophone de Timmins • District School Board Ontario Northeast • Northern College Community Employment Services

		• Northeastern Catholic District School Board • Timmins Hospital • Goldcorp
(2)	Affordable and Suitable Housing	•
(3)	Educational Opportunities	• College Boreal • Timmins Learning Centre • District School Board Ontario Northeast • Northern College Community Employment Services • Conseil scolaire Catholiques de District des Grandes Rivieres • Northeastern Catholic District School Board
(4)	Fostering Social Capital	• Far North East Training Board • Timmins Economic Development Corporation
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Community Care Access centre
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• Timmins Economic Development Corporation
(7)	Accessible and Suitable Healthcare	• Bay shore Home Health • Timmins Community Health Centre • Timmins Hospital • Children Treatment Centre • Community Care Access centre • Canadian Mental Association
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• College Boreal
(9)	Available and Accessible Public Transit	•

Guelph-Wellington LIP report

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- Center for Community Based Research
- Statistics Canada
- Conference Board of Canada
- Community Services (City of Guelph)
- Human Services (County)
- Citizenship and Immigration Canada (Federal)
- Chamber of Commerce
- Scotia Bank

- Hydro
- English as Second Language
- Human Rights & Equity (University)
- Community Health Centre
- Onward Willow
- Immigrant Services
- Family and Children Services
- Workforce Planning Board
- Wayland Consulting
- Guelph Inclusiveness Alliance

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ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• Human Services (County) • Chamber of Commerce • Workforce Planning Board • Scotia Bank
(2)	Affordable and Suitable Housing	•
(3)	Educational Opportunities	•
(4)	Fostering Social Capital	• Guelph Inclusiveness Alliance
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Human Rights & Equity • Guelph Inclusiveness Alliance
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• Immigrant Services • Family and Children Services
(7)	Accessible and Suitable Healthcare	• Community Health Centre
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• English as Second Language • Immigrant Services • Family and Children Services
(9)	Available and Accessible Public Transit	•

Sarnia-Lambton LIP report

- County of Lambton
- Learning Visions
- Lambton College
- Sarnia Lambton Workforce Development Board
- Lambton County Human Resource Administrative Services
- Employment & Learning Centre, Lambton College
- Association Canadienne-Fancaise de l'Ontario
- Sarnia Lambton Chamber of Commerce
- Sarnia Lambton Economic Partnership
- Worley-Parsons
- *Corporation of the County of Lambton (This is same as County of Lambton)*
- International Education, Lambton College
- Ministry of Citizenship and Immigration
- County of Lambton Newcomer Portal
- Immigrant Settlement and Adaptation Program
- HOST Program
- Settlement Workers in Schools/Programme d'intégration dans les écoles francophones
- Newcomer Settlement Program

- Language Instruction for Newcomers to Canada
- English as a Second Language/English as an Additional Language
- Enhanced Language Training
- Burmese Community of Sarnia
- Centre Culturel Francophone Jolliet
- Dante Club Bocciofila
- Filipino-Canadian Community Lambton County
- India-Canada Association of Sarnia
- Lambton Chinese-Canadian Association
- Northern Collegiate Institute and Vocational School Multicultural Awareness Club (MAC)
- Sarnia Hindu Cultural Society
- Sarnia-Lambton Folk Arts & Multicultural Council
- Sarnia Muslim Association
- Sarnia Newcomers Club
- Sarnia Portuguese-Canadian Club
- St. Demetrio's Greek Orthodox Church of Sarnia & Vicinity
- YMCA Yield Program
- Esso YMCA Learning Centre
- Lambton County Library
- Lambton Kent District School Board
- Lochiel Kiwanis Community Centre
- Open Doors Drop In Centre
- Tourism Sarnia-Lambton

ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• Lambton College • Employment & Learning Centre, Lambton College • Association Canadienne-Fancaise de l'Ontario • International Education, Lambton College • Lambton Kent District School Board

(2)	Affordable and Suitable Housing	• Learning Visions • International Education, Lambton College • Immigrant Settlement and Adaptation Program • Newcomer Settlement Program • County of Lambton
(3)	Educational Opportunities	• Learning Visions • Lambton College • Lambton County Human Resource Administrative Services • Employment & Learning Centre, Lambton College • Association Canadienne-Fancaise de l'Ontario • Immigrant Settlement and Adaptation Program • Newcomer Settlement Program • Language Instruction for Newcomers to Canada • Lambton Kent District School Board • International Education, Lambton College
(4)	Fostering Social Capital	• Newcomer Settlement Program
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Association Canadienne-Fancaise de l'Ontario • County of Lambton Newcomer Portal • Settlement Workers in Schools/Programme d'intégration dans les écoles francophones • Newcomer Settlement Program
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• Employment & Learning Centre, Lambton College • International Education, Lambton College • County of Lambton Newcomer Portal • Newcomer Settlement Program
(7)	Accessible and Suitable Healthcare	•
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• Association Canadienne-Fancaise de l'Ontario • County of Lambton Newcomer Portal • Newcomer Settlement Program
(9)	Available and Accessible Public Transit	•

Waterloo LIP report

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- Region of Waterloo
- Waterloo Region Immigrant Employment Network
- Centre for Community Research
- Immigrant Settlement Support Group
- International migration Research Centre of WLU
- St. Louis Adult Learning Centres
- House of Friendship
- The Working Centre
- KW YMCA
- KW Multicultural Centre
- Kitchener Downtown Community Health Centre
- Conestoga College
- Language Instruction for Newcomers to Canada
- Greater KW Chamber of Commerce
- Mennonite Coalition for Refugee Support
- CCORIC
- Cambridge YMCA
- Waterloo Public Library
- Lutherwood
- Social Planning Council Cambridge and North Dumfries
- KW Reception Centre
- Focus for Ethnic Women
- City of Kitchener
- Cambridge Public Library

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ASSOCIATING ORGANIZATIONS WITH WELCOMING COMMUNITY INDICATORS

	Column A	Column B
	Welcoming Community Indicators	**Org. with responsibilities that support welcoming community indicators**
(1)	Employment Opportunities	• Region of Waterloo • Waterloo Region Immigrant Employment Network • The Working Centre • Conestoga College • Waterloo Public Library • Lutherwood • Focus for Ethnic Women
(2)	Affordable and Suitable Housing	• Region of Waterloo • House of Friendship • The Working Centre • Conestoga College • Lutherwood • KW Reception Centre
(3)	Educational Opportunities	• Waterloo Region Immigrant Employment Network • St. Louis Adult Learning Centres • Conestoga College • Language Instruction for Newcomers to Canada • Cambridge YMCA

(4)	Fostering Social Capital	• Waterloo Region Immigrant Employment Network • Greater KW Chamber of Commerce • Mennonite Coalition for Refugee Support
(5)	Positive Attitudes toward Immigrants, Cultural Diversity, and the Presence of Newcomers in the Community	• Waterloo Region Immigrant Employment Network • St. Louis Adult Learning Centres • The Working Centre • KW Multicultural Centre • Kitchener Downtown Community Health Centre • Conestoga College • Mennonite Coalition for Refugee Support • Cambridge YMCA • KW Reception Centre • Focus for Ethnic Women
(6)	Municipal Features and Services Sensitive to the Presence and Needs of Newcomers	• Region of Waterloo • KW Multicultural Centre • Mennonite Coalition for Refugee Support • KW Reception Centre • City of Kitchener • Lutherwood
(7)	Accessible and Suitable Healthcare	• Kitchener Downtown Community Health Centre
(8)	Presence of Newcomer-Serving Agencies that Can Meet the Needs of Newcomers	• Region of Waterloo • The Working Centre • KW Multicultural Centre • Cambridge YMCA • KW Reception Centre
(9)	Available and Accessible Public Transit	• Region of Waterloo • City of Kitchener

Appendix 4
Organizational indicators analyzed and results

CIC goals associated with LIP	Independent indicators	Dependent indicators
1. To bolster community receptivity	Items analyzed for possible relationships	
	3, 4, 28	7, 9, 37, 56, 60, 64, 65
	Items showing statistically significant relationships	
	3. Did the city sign the LIP agreement with CIC?	64. Does the plan/activities include public education and/or media campaigns?
	4. Does the city chair or co-chair the partnership council?	60. Does the plan identify improved bridging between SPOs and mainstream organizations?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer	64. Does the plan/activities include public education and/or media campaigns?

	bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	

2. To leverage greater participation from provincial ministries, municipal organizations and mainstream agencies	Items analyzed for possible relationships	
	3,4,6,11,13,15,16,17,26,28,30, 39	10,12,19,41
	Items showing statistically significant relationships	
	3. Did the city sign the LIP agreement with CIC?	12. Is the city financing or providing in-kind support for planning activities?
	4. Does the city chair or co-chair the partnership council?	12. Is the city financing or providing in-kind support for planning activities?
	6. Was the LIP plan presented to city council for endorsement and was it endorsed?	10. Has the city indicated an intent to modify its immigrant liaison activities (either structure or process)?
	6. Was the LIP plan presented to city council for endorsement and was it endorsed?	12. Is the city financing or providing in-kind support for planning activities?
	11. Did the city actively participate in the majority of individual planning workshops (such as employment, education, health, etc .... assuming such workshops were held)?	10. Has the city indicated an intent to modify its immigrant liaison activities (either structure or process)?
	11. Did the city actively participate in the majority of individual planning workshops (such as employment, education, health, etc	12. Is the city financing or providing in-kind support for planning activities?

	.... assuming such workshops were held)?	
	13. Did the city's economic development unit play a lead role in the planning activities?	10. Has the city indicated an intent to modify its immigrant liaison activities (either structure or process)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	10. Has the city indicated an intent to modify its immigrant liaison activities (either structure or process)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	12. Is the city financing or providing in-kind support for planning activities?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks,	41. Did the planning bodies focus on areas of provincial and municipal, as well as federal, jurisdiction?

justice/police, media, university, colleges...	

3. To improve coordination among settlement agencies and policy departments	Items analyzed for possible relationships	
	3,4,11,15,16,18,21,22,2830,39	7,57,58,60,61,62
	Items showing statistically significant relationships	
	3. Did the city sign the LIP agreement with CIC?	57. Does the plan discuss linking with the Immigration Portal?
	11. Did the city actively participate in the majority of individual planning workshops (such as employment, education, health, etc .... assuming such workshops were held)?	57. Does the plan discuss linking with the Immigration Portal?
	11. Did the city actively participate in the majority of individual planning workshops (such as employment, education, health, etc .... assuming such workshops were held)?	7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)?
	21. Did a SPO sign the LIP agreement with CIC?	58. Does the plan discuss linking with other networks in the community (e.g., Child and youth network)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)?

	39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?	58. Does the plan discuss linking with other networks in the community (e.g., Child and youth network)?
4. To enhance efficiency and cost effectiveness through better service integration	**Items analyzed for possible relationships**	
	24,26,30,28,39	37,41,57,58,59,60,61,62,63
	Items showing statistically significant relationships	
	24. Does the level of SPO representation on the partnership council, sub-committees or planning committees exceed 50%?	59. Does the plan contain measures pertaining to improved coordination or efficiency that do NOT involve additional government expenditure (by government, by SPOs)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	63. Does the plan contain recommendations regarding changes in policy (including eligibility)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries,	41. Did the planning bodies focus on areas of provincial and municipal, as well as federal, jurisdiction?

	municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	
	39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?	58. Does the plan discuss linking with other networks in the community (e.g., Child and youth network)?

5. To increase local capacity to plan, analyze and research	Items analyzed for possible relationships	
	3,4,15,21,22,26,28,30,38,39	37,39,51,52,54,55,65
	Items showing statistically significant relationships	
	22. Does a SPO chair or co-chair the partnership council?	39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer	51. Does the strategic plan clearly distinguish between strategic directions and specific actions?

	bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	
	38. Did the LIP conduct town hall sessions or hold a broad consultative forum and, if so, did it include the following (identify individually): Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals...	51. Does the strategic plan clearly distinguish between strategic directions and specific actions?
6. To broaden local engagement	**Items analyzed for possible relationships**	
	3,4,15,16,17,21,22,26,28,30,39	7,10,13,18,37b,38
	Items showing statistically significant relationships	
	17. If another mainstream organization does not chair or co-chair, do other mainstream organizations have representation on the partnership council?	7. Have special coordinating structures been created to link LIP to broader city processes (e.g. planning)?
	17. If another mainstream organization does not chair or co-chair, do other mainstream organizations have representation on the partnership council?	13. Did the city's economic development unit play a lead role in the planning activities?
	28. Does the LIP central council include	7. Have special coordinating structures been

	members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	created to link LIP to broader city processes (e.g. planning)?
	28. Does the LIP central council include members from a majority of the following: Federal ministries, provincial ministries, municipal departments, employer bodies/employers, schools/boards, hospitals/health units and networks, justice/police, media, university, colleges...	10. Has the city indicated intent to modify its immigrant liaison activities (either structure or process)?
	30. How much money did the LIP receive?	18. Have other mainstream organizations actively participated in individual planning workshops (re employment, services, etc.)?
	30. How much money did the LIP receive?	37. If so, did it focus only on CIC funded activities or on a broader range of needs (identify individually): housing, health services, education, justice services, employment assistance, social support services, human resources, needs assessment and referrals, transit services, language training, recreation, organizational support, advocacy, cross-cultural sensitivity training

		or anti-racism training?
	39. Did the LIP create separate planning bodies or subcouncils that specialized according to need or broad service area (for example, specialty planning bodies that tackled health, education, employment, etc.)?	13. Did the city's economic development unit play a lead role in the planning activities?